

March 9 1988  
38 high  
ersists

Austria	3222	Belgium	3219	Denmark	3219
Canada	3222	France	3219	Finland	3219
Germany	3222	Italy	3219	Japan	3219
Greece	3222	Netherlands	3219	Spain	3219
Ireland	3222	Sweden	3219	Switzerland	3219
Portugal	3222	UK	3219	USA	3219

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 30,485

Thursday March 10 1988

D 8523 A

Union chief who  
poses threat to  
González, Page 2

## World News Business Summary

### US to boost high-tech exports to China

The US decided to expand high-tech exports to China following assurances from Peking that it was not supplying Iran with anti-air missiles such as Sidewinders.

### Bolivian troops occupy oil installations

Bolivian troops were ordered into oil depots and refineries throughout the country to ensure supplies during a national strike by petroleum workers.

### Afghan talks 'stalemate'

Pakistan was manoeuvring to force into stalemate the Geneva talks on withdrawal of Soviet troops from Afghanistan, Afghan Foreign Minister Abdul Wakil said.

### Iran accuses Saudis

Iran said Saudi Arabia was preparing to repeat clashes in Mecca between Iranian Haj pilgrims and Saudi security forces which left more than 400 dead last year.

### Soviet hijack toll

A Soviet air stewardess and three passengers were killed during an attempt by "armed criminals" to hijack an Aeroflot airliner on an internal flight, Tass said.

### Insurance AIDS tests

Dutch insurance companies said they planned to demand AIDS tests for people taking out life insurance policies worth more than \$100,000 and were considering making the tests compulsory for other policies.

### Fresh Gaza violence

Two Palestinian teenagers were killed and several were wounded in clashes with Israelis as the Arab uprising in the Israeli-occupied West Bank and Gaza Strip entered its fourth month.

### Mozambique rebel raid

MNR rebels in Mozambique said they killed 80 soldiers and seized large quantities of weapons, including three T-54 tanks, when they captured Pemba.

### Africans criticise IMF

An international conference on African economic recovery ended in Khartoum with sharp criticism of IMF programmes by the IMF and the World Bank and an appeal for more donor funds to the continent.

### Falklands war of words

A war of words broke out between Buenos Aires and London over British military exercises in the Falkland Islands.

### Bonn taxi protest

West German taxi drivers blocked roads in Bonn and caused miles of traffic jams in protest against plans to stop payments for people who travel to hospitals and health centres by taxi.

### Shultz plan blocked

Israeli Prime Minister Yitzhak Shamir again blocked attempts by other ministers in his coalition Government to force a vote on the Shultz peace plan for the Middle East.

### Sikh chief installed

Militant high priest Jasbir Singh Bedi, freed last week by Prime Minister Rajiv Gandhi as a Punjab peace overture, was installed as head of India's 18th Sikhs.

### Planets cause panic

Belgrade residents flooded a local observatory with panic calls about "spacehips" but astronomers said the bright lights in the night sky were the planets Jupiter and Venus in a rare alignment.

### AIBD wins legal exemptions in UK

BRITISH Government has opened the way for the exclusion of the international bond market from important parts of the UK's new securities laws. The move will allow the Association of International Bond Dealers to be excluded from the provisions of a section of the 1986 Financial Services Act. Page 25.

### Imperial Chemicals... (partially obscured)

### Nikkei... (partially obscured)

### Wall Street... (partially obscured)

### Tokyo... (partially obscured)

### London... (partially obscured)

### Texas Air... (partially obscured)

### Herkulesmann... (partially obscured)

### Bank Luumi... (partially obscured)

### Sanyo Electric... (partially obscured)

### Fletcher Challenge... (partially obscured)

### Super Tuesday winners at a glance

State	Winner
Alabama	George Bush
Arkansas	Jesse Jackson
Florida	Jesse Jackson
Georgia	Jesse Jackson
Kentucky	Jesse Jackson
Louisiana	Jesse Jackson
Massachusetts	Michael Dukakis
Mississippi	Jesse Jackson
Missouri	Richard Gephardt
Nevada	Michael Dukakis
North Carolina	Michael Dukakis
Ohio	Jesse Jackson
Oklahoma	Jesse Jackson
Rhode Island	Jesse Jackson
Tennessee	Jesse Jackson
Texas	Jesse Jackson
Virginia	Jesse Jackson

## Democratic nomination race narrows to 3 front-runners

THE RACE for the US Democratic Party's Presidential nomination remains wide open after a scrambled Super-Tuesday election contest in 20 states which left three candidates at the front of the pack.

As the campaign moved into the midwestern industrial state of Illinois which holds a primary next Tuesday, Governor Michael Dukakis of Massachusetts, Senator Albert Gore of Tennessee and Rev. Jesse Jackson, the black civil rights leader, all claimed victory and said they were now in a three-way race.

On the Republican side, Vice President George Bush crushed his rivals in all but one of the 17 contests held on Tuesday. Senator Robert Dole of Kansas, his chief opponent for the nomination, conceded yesterday that Illinois was a make-or-break state.

Speaking in Chicago, he said: "It will be up to Illinois now to turn it around."

Mr Bush collected more than half of the 1,185 delegates he needs to clinch the nomination, demonstrating overwhelming strength around the country.

Congressman Jack Kemp of New York, whose campaign has spluttered for several weeks, is widely expected to announce his withdrawal today.

His name continues to be mentioned as a possible running mate for Mr Bush.

Mr Pat Robertson, the former television evangelist, vowed yesterday to fight on to the convention. However, he won only the Washington state caucus and now looks like a fringe candidate.

The Democratic races were again full of surprises which are likely to continue, perhaps right up to the convention in July in Atlanta.

Rev. Jackson recorded an historic breakthrough in the deep South where only 30 years ago in some states he would not have been permitted to vote.

Capturing more than 90 per cent of the black vote, with some white support, he won five states of the old Confederacy including Alabama, the site of some of the most violent racial clashes in the 1960s and the home of the arch segregationist governor and third-party presidential candidate in 1968, Mr George Wallace.

Senator Gore emerged from the shadows as one of the Democratic front runners winning Tennessee, Kentucky, Oklahoma and North Carolina.

He goes into Illinois as the main rival to Governor Dukakis but with question marks over his ability to appeal to voters outside the South.

The main casualty of Super-Tuesday, Congressman Richard Gephardt of Missouri, vowed yesterday to fight back even though he won only his home state. He is desperately short of money and will only be able to continue a guerrilla campaign. "It's a long marathon," he said yesterday.

## Strasbourg blocks Israel trade deal

THE EUROPEAN Parliament yesterday gave Israel a sharp political slap by refusing, with a large majority, to endorse a trade and financial protocol between the Community and Israel.

The move, clearly provoked by widespread anger at the recent behaviour of Israeli security forces in the occupied West Bank and Gaza, could be the start of European trade sanctions on Israel.

It was the first time the Parliament had used its new power to veto trade agreements in this way, and Strasbourg officials believed that the Council - member gov-

ernments - might either shelve the accord or seek negotiation with Israel.

By 142 to 207 votes, with 20 abstentions, the Parliament refused to confirm a protocol expanding duty free access to the EC for Israeli products, notably cut flowers and orange juice.

By one parliamentary estate, this protocol was potentially worth some \$65m-80m (\$45m-60m) a year to Israel.

By 143 to 205 votes, Parliament voted down a financial protocol that would have given Israel some \$600m in preferential loans up to 1991.

Only a protocol enlarging the existing EC-Israel trade agreement to take account of Spanish and Portuguese entry into the EC won a plurality of votes in favour. But this was still five votes short of the required 260 vote majority.

The vote on the Israeli agreements created splits in virtually every grouping of the Parliament. But in the "no" lobby were mainly to be found a mix of Communists, Greens, British Conservatives, and a large number of socialists, with the exception of the French, whose vote may have been influenced by impending elections at home.

Mrs Simone Veil, leader of the Liberal group and the best-known Jewish Euro MP, said that, while there was wide concern about events in the occupied territories, commercial agreements were not the proper means through which to express it.

Andrew Whitley in Jerusalem adds: The European Parliament's rejection of the protocol will have greater political than economic consequences for bilateral relations in the short term. But the economic fall out will not be insignificant, particularly for

## Commission wins concessions from UK air operators

THE EUROPEAN Commission has won major concessions from British Airways on its merger with British Caledonian in a move with wide ranging implications for air transport competition policy in the European Community.

They were agreed at a meeting last week between Sir Colin Marshall, BA's chief executive, and Mr Peter Sutherland, the EC Commissioner for competition policy, who announced them in Brussels yesterday.

The agreement is the first of its kind in European civil aviation. It is widely seen in the rest of the UK air transport industry as strengthening the Commission's power over UK and overall European Community civil aviation affairs, over and above the regulatory powers of the both the Civil Aviation Authority and the British Government.

Mr Sutherland described it as "significant in the context of the overall liberalisation of European air transport."

If BA failed to abide by the agreement the Commission "would be free to re-evaluate the whole merger."

BA has undertaken not to try to obtain the licenses formerly held by British Caledonian on most of the 11 intra-Community routes on which the two companies were in competition.

In addition, it has agreed from next year to limit the flights of the merged airline from Gatwick Airport, London, to 25 per cent of the airport's total scheduled and non-scheduled flight slots - take-off allocations - compared with 32.2 per cent now.

Assuming no increase in overall Gatwick traffic over the next year, this will mean a loss to BA of some 10,500 slots.

Neither will BA appeal if the Civil Aviation Authority in route hearings this summer gives other airlines any of the original BCL licences from Gatwick to Paris, Brussels and Nice, Manchester, Glasgow and Edinburgh.

Under its earlier deal with the Monopolies and Mergers Commission BA surrendered these licences but has the right to reapply for them in a straight fight with other airlines.

BA must also withdraw its objections to the plan by Air Europe, a leading UK independent airline, to fly between Gatwick and Rome, and cannot seek services on that route until April 1 1991.

BA has undertaken, too, not to transfer BCL services from Gatwick to London Airport Heathrow in such a way as to hurt consumers and competitors there.

Where any services are transferred - such as Tokyo and the Midway section of European air transport - BA will be required to "maintain a balance between the two airports."

BA is allowed to seek a relaxation of the rules "in the light of unforeseen circumstances", with the Commission agreeing to "act expeditiously."

The undertakings will apply for four years.

The Commission said that was "sufficiently long to allow competitors to become established and thus to compete effectively in the market place."

BA is to report every six months to the Commission.

With the agreement the Commission is clearly laying down a marker that it intends to try to maintain wide access by carriers to routes and flight slots as the deregulation it is seeking in air transport proceeds.

## Sterling's rise provokes angry response from British industry

STERLING yesterday continued to rise on the foreign exchanges as the major representatives of British industry strongly criticised the Government's decision to allow the pound to rise above its unofficial ceiling of DEM3.

Sir David Nicholson, chairman of the Confederation of British Industry, said that the strengthening of the pound against the D-Mark and other currencies presented a serious threat to British industry and added to uncertainty.

The pound, which earlier in the day had opened below Tuesday's closing levels, rebounded during moderately heavy trading to close 1 penny higher at DEM3.025 and half a cent firmer at \$1.8475. The Bank of England's trade-weighted sterling index closed 0.2 points stronger at 77.2.

Dealers said they thought the pound still had some way to rise and that they were looking for levels around DM2.10 in the absence of any Bank intervention to halt the currency's advance.

Sir David called on Mr Nigel Lawson, the Chancellor of the Exchequer, to tackle the problems of inflation through next Tuesday's budget and to return the pound to the DEM3 level and lower interest rates.

His views were echoed by Mr Ron Taylor, director general of the Association of British Chambers of Commerce, who called on the Government, "to put sterling back on the rails."

The Treasury, however, noted that sterling had appreciated by about 2 per cent to 3 per cent since the beginning of the week while average earnings were rising by 8 per cent a year. Industry had the power to control a good part of its costs itself, a spokesman said.

He reiterated the Government's concern over inflation, its desire to see stable exchange rates, and its policy of not allowing the pound to depreciate to accommodate industry's loss of competitiveness due to large pay settlements.

Sir David said the Government's decision to allow the pound to appreciate was bound to make British industry less competitive both abroad and at home.

"The Government's willingness to hold sterling below DEM3 has been a major factor in our recent economic resurgence," he said.

He said CBI members had stressed repeatedly to the Government that exchange rate stability within a competitive band of currencies in Europe was vital. He noted that 80 per cent of Britain's exports were to Europe.

Economic viewpoint, Page 18; Lex, Page 20; Currents, Page 31.

## \$1bn Swedish Match bid

STORA of Sweden, Europe's biggest pulp and paper concern, yesterday offered SKR5.9m (\$1bn) for Swedish Match, the world's leading match manufacturer, in the largest takeover bid Sweden has seen.

The deal would help Stora shift away from its dependency on pulp, which is prone to price volatility, and to expand into the consumer products and packaging sectors, while further deepening co-operation with Swedish Match in chemicals.

Stora is offering SKR150 for Swedish Match A class shares, which closed at SKR180 before trading was suspended, and SKR157 for the B class shares, which closed at SKR107.

The acquisition will create a group with turnover of about SKR40bn this year, according to Mr Bo Berggren, Stora's chief executive.

Swedish Match, which dominated the world match industry in the 1920s when it was built up by Sweden's legendary "match king", Ivar Kreuger, today controls 25 per cent of the world market.

The conglomerate, which had sales of SKR15.5bn and profits of SKR1.5bn last year, was bought by Lex, Page 20; Stora eyes a bargain, Page 25.

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### CHINA TELLS TIBET TO RALLY ROUND THE FLAG

The Dalai Lama, whose wide influence makes life difficult for Peking, Page 20

### THE DISCERNING PERSON'S GUIDE TO LONDON

THE TAILOR  
200 years of tailoring to officers and gentlemen.  
Nelson. Wellington.  
Gorbachev?

Founded in 1785, Gieves & Hawkes, 1 Savile Row, built a reputation as the military tailors. Upstairs, a cavalier array of brass buttons, insignia and dummies resplendent in full parade-ground kit. Downstairs, civilians get fitted out in styles more suitable for "civic street". Masters of détente, Gieves now send suits over to 'the other side'; but observe protocol and maintain balance by being naval tailors to Royalty. Balance is the secret of La Meridien Hotel too. The best of British is complemented by the best of French. Result: We've been highly decorated for gastronomic bravery. "Advance and be recognised," as Wellington might have said.

Le MERIDIEN HOTEL  
PICCADILLY  
PICCADILLY, LONDON W1V 0BB TEL: 01-734 8000. TRAVEL COMPANION OF AIR FRANCE.

EUROPEAN NEWS

Red tape tangles Soviet co-ops

By Christopher Bobinski in Moscow
WIDESPREAD bureaucratic resistance to the growth of small private businesses and co-operative companies is reflected in the results of a public opinion poll conducted recently in several major Soviet cities...

Golden jails scandal fails to stir Italian sense of moral outrage

BY JOHN WYLES IN ROME
THERE IS invariably a mixture of high farce and low dealing in the manner in which the Italian public learns details of political scandals.

European Diary



Italy

Italy's latest scandal, the so-called "Golden Prisons affair", have already been branded "thieves" by the headline writers. This conviction by newspaper has swiftly forced Mr Franco Nicolazzi to resign as leader of the tiny Social Democratic Party...

It seems to have long been accepted as such by the Italian public and recent attempts by concerned politicians and journalists to debate the "moral question" have found little public sympathy.

Moreover, personal standing within the party is determined by the system of preference votes at elections whereby voters opt not just for a party but also show a preference between candidates of the same party.

1986 they received 1,653,411 from the state, but spent a great deal more, though how much and on what is not known.

Some effort to clean up the smallest stables, particularly in Sicily, but there is clearly still much more that could be done.

States to spell out objections to telecom liberalisation plans

BY DAVID BUCHAN IN BRUSSELS AND DAVID THOMAS IN LONDON
THE EC Commission today faces a showdown with several member states over legal heads on which it plans to order a liberalisation of telecommunications terminal equipment and services.

Common-sense Chancellor who kept West Germany on course

OBITUARY
KURT Georg Kiesinger, West Germany's Christian Democrat Chancellor between 1966 and 1969, who died yesterday at the age of 88, was a man who did his often inglorious best to steer the Federal Republic through the unsteady end of the 1960s.



Kurt Kiesinger: his greatest achievement was negative

arduous task of running an often fractious coalition, Kiesinger, with Willy Brandt as Foreign Minister, helped lay the foundations for Brandt's policies as Chancellor in the early 1970s of normalising relations with eastern Europe.

French trade plunges into deficit

BY GEORGE GRAHAM IN PARIS
FRANCE'S trade account swung sharply into deficit last year as declining earnings from tourism and services failed to offset the decline in visible trade.

His was a mind tuned towards the need for compromise rather than the opportunity for decisive action; and his government formed an interlude between 20 years of unbroken reign by the CDU and the SPD-dominated coalition.

radicalism was in the air, his common-sense coalition muddled through. He prevented West Germany from leaping off course at a time when the international waters were muddied by the Soviet invasion of Czechoslovakia, currency unrest, and de Gaulle's unremitting opposition to British membership of the EC.

Never an enthusiast for the radicalism that was in the air, his common-sense coalition muddled through. He prevented West Germany from leaping off course at a time when the international waters were muddied by the Soviet invasion of Czechoslovakia, currency unrest, and de Gaulle's unremitting opposition to British membership of the EC.

David Marsh
ITALY'S deeply divided and scandal-prone Social Democrats last night elected Mr Antonio Cargiula as leader of the West German economy. The coalition also managed to push through, amid a background of student unrest and worries about a resurgence of neo-Naziism, controversial legislation expanding the government's law and order powers.

W German taxis come to halt over threat to health subsidy

BY DAVID MARSH IN BONN
WEST German taxi-drivers yesterday did what cabbies do when their customers refuse to pay the fare. In a united show of anger at the Government's plan to stop payments for people who travel to hospitals and doctors in taxis, they climbed out of their cars and protested - helping to provoke miles of traffic jams in Bonn.

Amex chief hits at electronic payments deal

AN executive of American Express yesterday denounced plans to set up a European electronic payments system which excludes banks from outside Europe and other financial institutions.

Gibraltar to hold public inquest into IRA deaths

BY JOE GARCIA IN GIBRALTAR AND PETER BRUCE IN MADRID
MR FELIX PIZARELLO, the Gibraltar coroner, said yesterday that he intended to hold a public inquest into the deaths of the three IRA activists shot dead last Sunday by British security forces.

New leader for Social Democrats

BY John Wyles in Rome
ITALY'S deeply divided and scandal-prone Social Democrats last night elected Mr Antonio Cargiula as leader of the West German economy. The coalition also managed to push through, amid a background of student unrest and worries about a resurgence of neo-Naziism, controversial legislation expanding the government's law and order powers.

Passengers die as Soviet hijack foiled

A SOVIET air stewardess and three passengers were killed during an attempt by "armed criminals" to hijack an Aeroflot airliner on an internal flight on Tuesday, Reuters reports from Moscow.

Peter Bruce describes the views of a tough old Basque trade unionist strongly opposed to government economic policies Spanish premier's wage guidelines breed deep disillusionment

NICOLAS REDONDO is a gentleman and he may soon have to stop being one. In 1974 when the then outlawed Socialist Worker's Party (PSOE) was electing a new leadership in exile near Paris, Mr Redondo turned down the nomination as leader and suggested the party elect a smart young lawyer, Mr Felipe Gonzalez, instead.



Nicolas Redondo: turned down chance to be leader

At 61 he does not look the part. If central casting were looking for a kindly, rusty-cheeked woodsman to rescue damsels in threatening forests he would be perfect. Short and broad, he wears open-necked shirts and a cuddly leather bomber-jacket like a uniform.

in Spain and it is quite likely that he will try to undermine Mr Redondo's position in the UGT. Already the UGT chemical workers union has voiced doubts about the agreement with the Communists and there is a mighty battle being fought in the UGT steel union where radicals are trying to unseat a general secretary sympathetic to the Prime Minister.

Prospects for wage talks with the private sector, were they ever to take place, are hard to forecast, though the Government is almost certain to face scattered strikes in state-owned industries this spring if it does not hedge from its 4 per cent.

won't support them in the next election. But Mr Gonzalez, the born-again fiscal conservative, must be terribly hard to live with, let alone support. Spanish corporate profitability is very high and unemployment is touching a record 3m. Government job creation has broadly centred on making it easier to sack people and a grandiose UGT scheme to create 500,000 jobs a year for the next five years is destined, inevitably, for the prime ministerial waste basket.

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OVERSEAS NEWS

Shamir blocks vote on Shultz peace proposals

BY ANDREW WHITLEY IN JERUSALEM

FOR THE second time in four days, Mr Yitzhak Shamir, the Israeli Prime Minister, yesterday blocked attempts by other ministers in his coalition government, including members of his right-wing Likud party, to force a vote on the Shultz peace plan for the Middle East.

A close aide said after the meeting of the policy-making inner Cabinet that Mr Shamir would attempt to persuade the Reagan Administration to drop its "dangerous" plan entirely when he visits Washington next week.

In a fiery speech to a Likud caucus, the Prime Minister had earlier said: "We must not surrender to pressures. We must not give in. We must try and change the situation, to change opinions, to halt the deterioration in relations between Israel and the US."

According to the army radio, the right-wing leader told his followers they had to go into battle against the US plan, "so that no one can say we stood on the sidelines".

Nora Bonstany, the correspondent of the Washington Post and Financial Times in Beirut, has been awarded the George Polk Award for Foreign Reporting for 1987.

Mr Shamir has drawn comfort from what he feels is a swing in US public opinion back towards Israel, though his optimists would not appear to be endorsed by a second Congressional letter of criticism of his political stance, drafted by a group of Jewish members of the House of Representatives. An earlier letter last week by 30 senators urging him to adopt the "peace for territory" formula caused shock waves in Israel.

The Prime Minister told the inner Cabinet that the two leading parties would have to meet after his return from the US on March 26 to agree a date for early elections, although he still has nearly eight more months of his fixed two-year term to serve.

Malaysian opposition MP freed

By Wong Sukong in Kuala Lumpur

THE Malaysian Government yesterday suffered a rebuff from the country's fiercely independent judiciary when a court granted a writ of habeas corpus to Mr Karpal Singh, a prominent opposition member of parliament, who has been held for four and a half months under the Internal Security Act.

Justice Felix Siewe Chin of the Ipoh High Court, 120 miles north of Kuala Lumpur, ruled that the detention order signed by Dr Mahatir Mohamad, the Prime Minister, in his capacity as Home Affairs Minister, was invalid as it was based on inaccurate facts.

The judge said the Government had made six charges against Mr Karpal, alleging he fomented racial ill-feelings. One charge claimed that on October 18 last year he had spoken at a public rally in Penang, inciting Chinese hatred against the Government over the appointment of non-Malay speaking headmasters to Chinese schools. In fact, Mr Karpal was not at the function and the judge said the charge was obviously made without care.

Nicholas Woodsworth writes of speculation in Abidjan on the President's successor

Ivory Coast's chief keeps his people guessing

AT THE beginning of March, President Felix Houphouët-Boigny of the Ivory Coast publicly received 25 visiting French choir boys. He announced over national radio that he was going to offer the largest basilica in the world - a building presently under construction - as a present to Pope John Paul II. It was the 88-year-old Catholic statesman said, the realisation of a life-long dream.

Somewhat confusingly, half-way through the prepared question and answer session with his visitors, the President drifted into a long monologue about the Akan tribal practices he had been brought up with before his conversion to Catholicism.

"I was the chief of my region," he told the choir boys. "All of us Akan people are animists with a different conception of what comes after death. For the animists, the after-life is the transposition of this life to the next world. So if you die a servant you will forever remain a servant, and if you die a chief, you will remain a chief."

If the choir boys experienced some theological confusion during the President's speculations about life after death, the entire nation is no less confused these days by political speculations about life after Houphouët.

In recent months the Abidjan grapevine known as "radio trottoir" (sidewalk radio) has been buzzing with rumours of attempted coups, assassinations, arms shipments, and interior

power struggles in preparation for the inevitable day when a new leader will succeed the President.

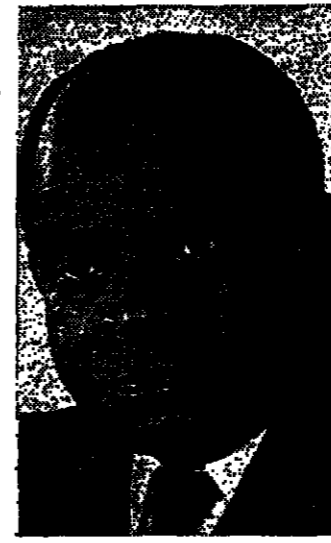
Mr Houphouët-Boigny himself has done nothing to dispel the rumours. His preoccupations with churches, eternity and, on a more worldly level, public image and the role history will eventually assign him, seem to indicate that the daily running of Government now takes second place.

He is absent from the public eye for extended periods and reportedly no longer reads, but prefers to accept the words and advice of a small clique of advisers. He adamantly refuses to discuss the question of presidential succession.

Since independence from France in 1960, the Ivory Coast has been a single-party state, ruled by the firm and sometimes heavy hand of the President.

One of the few remaining African leaders to have emerged from the colonial era, Mr Houphouët-Boigny is fond of being represented to the world at large as "Felix Houphouët" - a wise and democratic humanist, a concerned benefactor to his people, and the political sage who knew how to engineer Black Africa's "economic miracle". He is also known to covet the Nobel Peace Prize.

However, behind unending exhortations to support "dialogue" - the key word in the Ivorian political lexicon - and acclamations of the universal benefits of "single-party democracy,"



President Houphouët-Boigny: a chief not a servant

the Democratic Party of the Ivory Coast (PDCI) has for 28 years remained intolerant of opposition.

Political protest, on the few occasions it has dared to emerge, has been promptly, if discreetly, suppressed by arrest and detention.

"In the Ivory Coast," the President once said in a remarkable example of doublethink, "political offences do not exist. So we do not have political prisoners." With the end of the Houphouët era around the corner and ques-

tions of the succession ever more crucial to contending factions within Government, a case of political nerves has now set in.

Uncertainty and over-reaction to events has provoked hasty decisions, and growing friction within the PDCI has led to disputes untypically spilling out into public.

Observers see only the tip of political iceberg in the Ivory Coast, but it now seems evident that tensions within Government began to grow last summer when state pressure on one of the few independent unions in the country led to the dismissal of its executive council.

High-level disagreements as to how to handle the affair allowed it to drag on for months and, although council members were finally jailed and then sent to detention camps, the state prosecutor in the case was dismissed.

In mid-November, the Minister of Rural Development was sacked without explanation. Then a month later, Mr Lamine Fadika, Minister of Maritime Affairs, was also dismissed. Again no explanation was given, but rumour was rife in Abidjan that Mr Fadika had been involved in a coup attempt.

The flames were only fanned, a short time later, when one of Mr Fadika's subordinates, the representative of the Ivorian state shipping company in Hamburg, was assassinated. Sidewalk wisdom has it that he had been involved in an arms shipment to Mr Fadika, had double-crossed

him, and been killed in consequence.

The truth behind the story will probably never be known, but it is far more likely that Mr Fadika was dismissed because he was drumming up support as a future presidential contender in his home region, one quite different from the area Mr Houphouët-Boigny's politically predominant tribe comes from.

In January four local ruling-party general secretaries from Mr Fadika's area were also dismissed.

Among the ambitious young turks of the party there are some who conceivably could - and, given the opportunity, would - step into the President's shoes.

Of these, the president of the National Assembly, Henri Konan Bedié is the obvious candidate; he is number two in the PDCI, a member of the President's ethnic group.

He is empowered to rule for 60 days after the President's demise before opening the leadership to party election. Few things in Africa, however, are less sure than political succession.

Of one thing, Felix Houphouët-Boigny must be certain: he will enter the here-after not as a servant but as a chief. Beyond that he claims to know little more.

"God will help us find the man who will carry on my work," he said at a press conference in 1985. "Don't keep returning to talk about potential candidates. In the Ivory Coast, everyone is a presidential candidate."

Iran welcomes Soviet call for UN Gulf peace move

BY OUR MIDDLE EAST STAFF

IRAN yesterday welcomed the Soviet Union's call for a UN Security Council meeting to bring about a cessation of missile and aircraft attacks on civilian population centres as Iraq once again attacked shipping in the Gulf after a three-week interval.

The Felicity, a 101,987-tonne Cyprus-registered tanker, was reported to have been hit while carrying a cargo of Iranian oil down the Gulf for onward transshipment but not badly damaged.

The main preoccupation, meanwhile, continued to be the Soviet diplomatic move to end the "war of the cities" after nearly a fortnight of exchanges.

"The Soviet proposal is positive, and if the Security Council does not take a decision it would show their ill-intention towards us," Mr Mir-Hossein Mousavi,

Iran's Prime Minister, said yesterday on Tehran Radio adding that Tehran was still awaiting details of it. Moscow has proposed the appointment by Mr Javier Perez de Cuellar, UN Secretary-General, of a special representative to maintain "firm and constant contact" between Iran, Iraq and the UN.

The tone of Mr Mousavi's language contrasted with the increasingly bitter criticism of the Soviet Union for supplying Iraq with missiles capable of reaching Tehran and other cities in central Iran.

Kevin Brown adds: Insurance rates for Gulf cargoes were cut yesterday by the London war risks rating committee, reflecting a fall in attacks on merchant ships since rates were increased in December.

Chinese minister to visit London

WU XUEQIAN, China's Foreign Minister, arrives in London today for a six-day visit during which he will hold talks with Mrs Margaret Thatcher and Sir Geoffrey Howe, the British Foreign Secretary, Colin MacDougall reports.

While the Foreign Office is reluctant to discuss the agenda, the questions of the Sino-Iraq war, Chinese weapons shipments to the Gulf, the future of Hong Kong and the growing demand for more freedom in Tibet seem likely to figure. The broader issues of relations with the US and the Soviet Union may also be included.

We told President Reagan on Tuesday during a visit to the US that Peking would support a proposed UN arms embargo if the overwhelming majority of the Security Council wanted it.

World Bank and IMF criticised at African conference

BY VICTOR MALLETT IN KHARTOUM

AN INTERNATIONAL conference on African economic recovery ended here yesterday with sharp criticism of austerity programmes by the International Monetary Fund and the World Bank and an appeal for more donor funds for the continent.

The meeting focused on the human costs - such as unemployment and falling living standards in urban areas - of the structural adjustment programmes being undertaken by more than 25 African countries.

"Far too many of these programmes - whether nationally conceived or in collaboration with the World Bank, the IMF and the donor community - are ramming the fabric of African society," said the so-called Khartoum

Declaration which followed four days of deliberations. "Rather than improve the human condition, the structural adjustment programmes have aggravated it because they are incomplete. The new consensus represents not so much a weakening of the will to reform as a belief - increasingly shared by donors such as the World Bank - that vulnerable groups need special protection to ensure political stability and long-term economic development. In sub-Saharan Africa, both Sudan itself and Zambia have seen their economies undermined by unpaid IMF debts, failed IMF programmes and food riots after the removal of consumer subsidies. The United Nations-sponsored meet-

ing of donors, African officials and academics in a conference hall on the banks of the Blue Nile was the culmination of a campaign waged by such people as Dr Richard Jolly of the UN children's fund to give Africa's structural adjustment programmes a more human face.

"We've seen a remarkable shift in thinking in governments, and in both the Fund and the Bank," Dr Jolly told a news conference. "Somehow we've gone through a bizarre, distorted phase in which these (human) issues were forgotten, and the fact that this is now changing is wonderful."

A special \$40m programme to mitigate the social costs of economic reform in Ghana, agreed recently by donors, has been

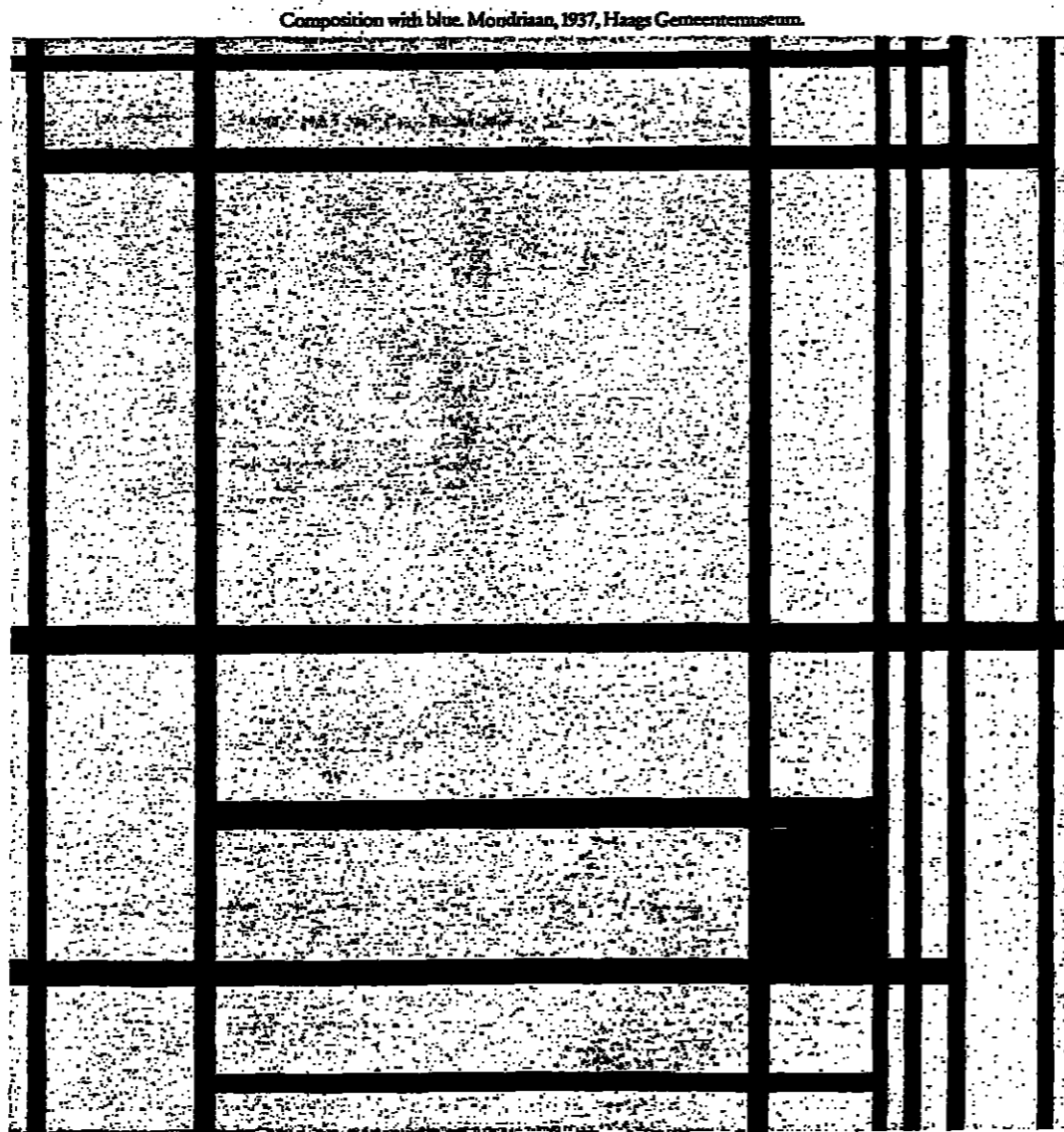
hailed as a breakthrough by those who fear the adverse effects on African health and education of IMF-inspired restrictions on government spending. Many delegates argued against what they saw as the IMF's obsession with economic indices.

Donors, although criticised for failing to disburse sufficient money overall to support African reforms, have by and large accepted the "human dimension" argument and have begun to help with relief schemes.

The IMF was attacked by Mr Stephen Lewis, Canada's ambassador to the UN and special advisor on Africa to the UN Secretary General, as arrogant and insensitive for sending a junior representative to the Khartoum meet-

ing. IMF and World Bank officials, meanwhile, emphasised that higher agricultural producer prices under structural adjustment programmes usually helped the poorer Africans - the peasant farmers - at the expense of urban workers and politically powerful vested interests.

The handful of delegates opposed to the underlying principles of IMF programmes were unable to marshal much evidence to support their contention that IMF policies were ruining African countries. The few figures available show that African countries with World Bank or IMF programmes have done better (or less badly) in terms of economic growth and agricultural production than those without them.



© Mondrian, 1937, 'Compositie with blue', Stedelijk Museum Amsterdam

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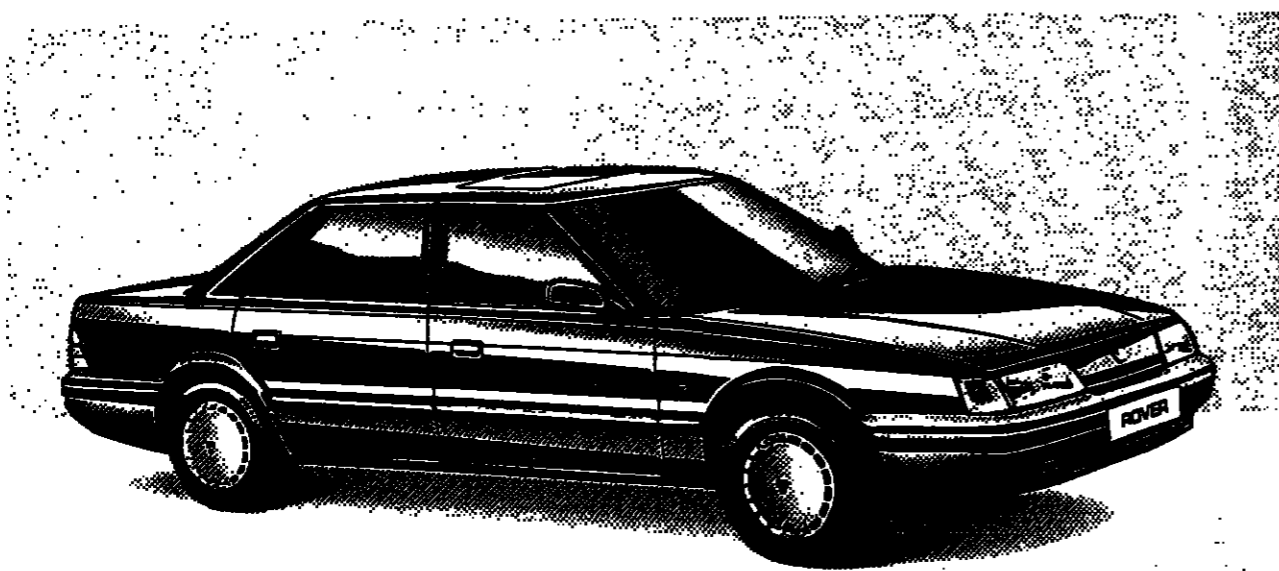
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# WHAT HAVE WE GOT THAT AUDI, BMW, FORD, PEUGEOT, RENAULT, TOYOTA, VAUXHALL, SAAB AND VOLVO HAVEN'T?

**WHAT CAR?**

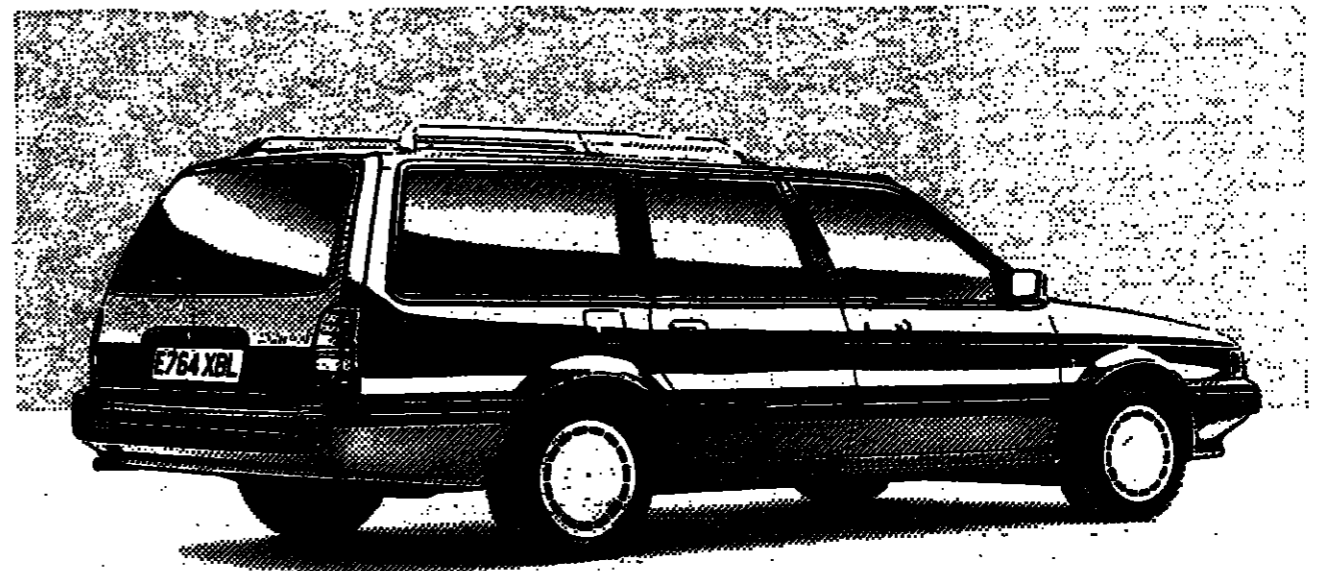
## BEST EXECUTIVE CAR.



THE ROVER 820SE.

**WHAT CAR?**

## BEST ESTATE CAR.



THE MONTEGO MAYFAIR 20i ESTATE.

**AUSTIN ROVER**

# Argentina, UK in accusations over Falklands

BY TIM COONE IN BUENOS AIRES

A WAR of words has broken out between Buenos Aires and London over the "Fire Force" military exercises which began in the Falkland Islands on Monday.

On Tuesday evening the Argentine Foreign Ministry denied UK Foreign Office statements made earlier in the day that Argentina had been informed with "due anticipation" of the manoeuvres, that they would be "a modest exercise" and that only three Latin American countries had as yet protested to the UK.

"All these points are untrue," said the Argentine Foreign Ministry, adding that the first knowledge Argentina had of the exercises was the announcement in the British Parliament on February 11 "which described the manoeuvres in terms which left no doubt as to their significance."

Argentina also said "all the Latin American countries, together with six English-speaking countries, including the United States, have expressed their disapproval in the Organisation of American States, called for restraint, and urged negotiations."

Argentina's Defence Minister, Mr Horacio Jaimesola, meanwhile sent a bellicose telegram to military units stationed in the south of the country in which he said that the manoeuvres were "a clear provocation" and that "the reluctance of the British Government to sit at the negotiating table... demonstrates its lack of justification to continue the situation of territorial occupation."

Argentina is keen to defend its rights over the Malvinas against UK claims, he added, "regarding honour to those who fought with courage and who generously offered their lives in the face of an enemy which was materially superior."

In a television interview on Tuesday night, however, the Navy's commander-in-chief, Vice-Admiral Ramon Arco, appealed to the legal press to tone down its reporting on the conflict and said that "at the moment the navy's activities were limited to the monitoring of British radio transmissions around the Falklands."

# Peru to introduce 'war economy'

By Barbara Carr in Lima

PERUVIAN President Alan Garcia announced on Tuesday night that he would introduce a "war economy" to reduce Peru's dependence on imports and increase exports.

Peru's shift of policy marks the end of the consumption-led heterodox growth strategy that President Garcia began two and a half years ago. He did not, however, announce any change in his restriction on payment of foreign debt at 10 per cent of exports.

Mr Garcia raised petrol prices 10 per cent, an increase lower than expected. He said there would be a devaluation and that interest rates would rise, but he gave no specific amount.

Mr Gustavo Sabeberin, the Minister of Economy and Finance, was due to speak last night with further details. In an address on national television of nearly an hour, Mr Garcia said the prices of a number of basic foodstuffs would increase, subsidies were to be withdrawn and the minimum wage would increase 60 per cent and civil service salaries between 40 and 45 per cent.

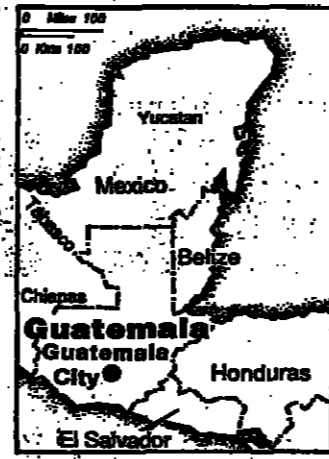
Given the severe shortage of foreign exchange, dollars will no longer be available from banks for foreign travel. In an effort to chop the fiscal deficit Mr Garcia said the Government could no longer afford inefficient state companies that lost money.

He said the Government would raise petrol prices to see which companies it could sell.

The new strategy would be for "selective growth" in industries that produced food, clothing, housing and exports.

# Guatemala's timid President has not confronted the major issues says David Gardner Strategy gap threatens Cerezo, the survivor

WHEN PACAYA volcano near Guatemala City blew its top this time last year, the 5km-high flames and ash formed into a haunting image resembling a Madonna and Child. It was captured by a local photographer and celebrated by the faithful of this mist-shrouded land as an apparition of the Virgin in Guatemala's time of need.



For Vinicio Cerezo, Guatemala's Christian Democrat President, it was an ambiguous omen.

Two years into his term, which began after a blood-soaked procession of 18 military governments, Mr Cerezo is still in the presidential palace, in itself a major achievement. He has weighed the economy and won international legitimacy for his government.

But though in achieving this he has proved a good tactician, he has never looked like a man with a strategy. He has inveigled back slices of power from the army, but is timid about using it.

Mr Cerezo, aged 44, has survived three extreme right attempts on his life during his career, including a baroque attack. He cannot be assumed to be "frightened of his own shadow", as one veteran analyst here put it. The forces he has to contend with remain considerable.

The centre-right Christian Democrats, voted in by a landslide in late 1985, replaced a long and vicious counter-revolution. This was begun by the CIA-organised 1954 coup which toppled the elected government of Jacobo Arbenz - the last President who tried seriously to reform and make Guatemala a modern country.

As in El Salvador, power has been, and in key ways still is, wielded by a far-right coalition of the army, the plantation oligarchy, and business, which has physically liquidated most of the political left and centred.

The FDI took 11 of 13 seats contested in elections last week, and Mr Skippings will head the first ministerial government to run the British colony since July 1969 when the government was dissolved.

Mr Roberto Cargio Nicolle, Guatemala's Vice-President, is currently on a week-long official visit to Britain. He is the most senior Guatemalan to visit the UK and his presence underlines the sharp improvement in relations since full diplomatic ties were restored last year.

Guatemala cut all diplomatic relations with Britain when Belize, to which it lays claim, was granted independence in 1981. In the past two years, Guatemala has begun to play down this claim, allowing a gradual restoration of diplomatic relations. However, Britain still retains some 1,400 troops in Belize under a defence pact, and there has been no indication of if and when they would be withdrawn.

Mr Cargio has focused less on this issue and more on seeking support for President Cerezo's idea of a Central American parliament, now an integral part of the Arias regional pact. The parliament would be based in Guatemala and elections are due to be held towards the end of the year.

and education. As a local editor put it early, "the country's not badly off statistically... only the people are."

Gen Gramajo himself dumbled the powerful Employers' Council last year, telling business it had "to pay the social debt" otherwise the guerrillas will recover the banners of legitimacy. But the same private sector which responded intuitively to the stabilisation programme revolted instinctively at the Government's modest attempt to raise the tax base, which has fallen to a derisory 6 per cent of gross domestic product.

It regards taxes as anathema and auditors almost as communists. The offices of the Swiss Societe Generale de Surveillance, hired to monitor Guatemalan trade last year, were bombed during the tax revolt.

The land tenure system, whereby 3 per cent of the population owns 65 per cent of the land, remains intact. Under pressure from the far right and the army Mr Cerezo has rejected agrarian reform as an emotive and destabilising issue (which undermined Arbenz in 1954).

Heavily dependent on Christian Democracy's rural base and under pressure from the Church, the Government has bought up and distributed some 12,000 acres.

But its attempt to institute a voluntary land register to get an accurate picture of holdings and their rateable value has again set the oligarchs on the warpath.

Buffeted by pressure groups from all sides Mr Cerezo appears in his element - the referee who has replaced the army unless the game gets out of control. But the major issues are not really being resolved.

Last October, for instance, the Government held talks in Madrid with the guerrillas, as required by the Central American peace pact. Though reduced to an estimated 1,500 combatants fighting in three northern strongholds, the insurgents last autumn held off an offensive by 25 battalions from the 43,000-man army.

The army appears to have understood the talks as a once-and-for-all, cosmetic compliance with the pact. Mr Cerezo was pushed gently for a new round of negotiations which his spokesman yesterday said might be mediated by Monsignor Prospero Penados, the archbishop of Guatemala. But what is much less clear is whether he would be bold enough to put anything of substance on the table. After timidity, lack of vision is widely held to be Mr Cerezo's main deficiency.

# RAF aircraft forced down in Uruguay by oil leak

BY TIM COONE

A ROYAL Air Force transport aircraft bound for the Falkland Islands was forced to land in Uruguay on Tuesday night after an engine failure.

The incident comes just after the start of the "Fire Force" military exercises in the islands, which have produced a sharp diplomatic response and a "defensive military alert" in Argentina.

Various Latin American countries, including neighbouring Uruguay, have expressed support for Argentina, and have questioned the political timing of the British manoeuvres.

According to the British Embassy in Montevideo, the Uruguay capital, the C130 Hercules aircraft developed a serious oil leak in one of its four engines around midnight GMT on Tuesday, and had to land at Carrasco, just outside the capital, to carry out repairs.

The embassy said: "We are extremely grateful to the Uruguayan authorities for their humanitarian assistance. The aircraft had very little fuel left."

It said the Hercules was "on a routine flight carrying general supplies and is not directly involved in the manoeuvres."

The aircraft and its crew of seven were still in Uruguay yesterday and it remained unclear when the aircraft would be able to continue its journey to the Falklands.

The Argentine Foreign Ministry in Buenos Aires said: "We have no comment."

The Uruguayan Foreign Ministry said: "We have no official information at present."

Meanwhile, the Argentine government news agency Telam reported the aircraft's emergency landing and said it contained "a shipment of bombs and explosives." It did not elaborate.

The news agency, citing Foreign Ministry sources, said the transport aircraft remained on Wednesday afternoon under "Uruguayan military custody" and that Brazil had denied it permission to make an emergency landing.

Telam also said without elaboration that the Argentinian Foreign Minister, Mr Dante Caputo, a critic of the military exercise, was "in telephone communications with his Uruguayan counterpart, Enrique Iglesias."

Mr Oswald Skippings, leader of the People's Democratic Movement party in the Turks and Caicos Islands, is being sworn in this week as the islands' chief minister 18 months after a British government enquiry investigating alleged corruption, Captain James reported from the islands.

The FDI took 11 of 13 seats contested in elections last week, and Mr Skippings will head the first ministerial government to run the British colony since July 1969 when the government was dissolved.

# Turks and Caicos chief minister

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The FDI took 11 of 13 seats contested in elections last week, and Mr Skippings will head the first ministerial government to run the British colony since July 1969 when the government was dissolved.

# Canada ponders abortion law

BY DAVID OWEN IN TORONTO

THE CANADIAN Government is pondering new abortion legislation, following a Supreme Court decision to strike the country's existing abortion laws.

This has left Canada as the only Western industrial nation bereft of legislative rules on the procedure. It has also placed Mr Brian Mulroney's Conservative Government in the invidious position of having to legislate what is traditionally an emotive and divisive issue in a possible election year.

The decision, which ruled that the existing law was unconstitutional because it violated a woman's right to "life, liberty and security of person", means that abortion is now theoretically available on demand in Canada - if a doctor willing to perform the operation can be found.

Since 1969, section 251 of the criminal code has restricted the procedure to accredited hospitals and to cases in which the major risk to a woman's health is the threat of a serious mental illness.

It is a question of whether the danger to the "life or health" of the woman. Since 1979 the number of abortions performed in Canada has remained stable at 80-85,000 a year.

In practice, however, access to the procedure pending new legislation, will continue to vary considerably from province to province, depending both on the nature of facilities available and the provinces' widely divergent views on what categories of abortion they are prepared to pay for, through their respective health plans.

For example, in 1987, only one Newfoundland hospital regularly performed abortions, while tiny Prince Edward Island did not provide abortion services at all. Ontario has decided to finance all abortions in the province, while British Columbia has opted to pay for the procedure only when the woman's health is threatened.

The Government now faces the impossible task of formulating new legislation, acceptable both to the strong and vocal pro-life lobby to whom abortion is murder and to those who feel that women should have full control over their reproductive systems.

As in the UK, debate is likely to centre on the moment of time in a pregnancy at which the rights of the foetus should be deemed to prevail over those of the woman.

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US PRESIDENTIAL ELECTION — SUPER TUESDAY



An exultant George Bush (left) flourishes a tee-shirt proclaiming his victory in Texas. The Republican made a near clean sweep in all the states voting on Tuesday

Michael Dukakis (right) and his wife greet supporters who helped push him ahead in the Democratic race



Bush shows his rivals a clean pair of heels

BY LIONEL BARBER IN WASHINGTON

VICE-PRESIDENT George Bush's sweeping victory in the Super Tuesday regional primaries has made him the near invincible candidate for the Republican party's nomination for President. With more than half the 1,159 delegates needed for the nomination under his control, Mr Bush has a huge lead over his chief rival, Senator Robert Dole of Kansas. A Bush win next week in the Midwest industrial state of Illinois could deliver the knockout blow.

The Vice-President has also steamrollered his two other Republican challengers: Congressman Jack Kemp of New York, and the Rev Pat Robertson, the former television evangelist. Mr Kemp, who started as the conservative intellectual's candidate and ended as a football-throwing cheerleader for the Reagan tax-cutting revolution, appears ready to withdraw from the race. Mr Robertson has vowed to fight on, but his failure to win any states in the Southern Bible Belt, his home territory, make him a fringe candidate. If Senator Dole is to halt Mr Bush, he must create a fire-break in Illinois where his own polls last week showed him eight points behind the Vice-President. A defeat there would dramatically increase the pressure for the party to unite behind a winner; moreover Mr Dole's lack of organization (he is not even on the state in many Congressional districts in the delegate-rich state of New York) now looks a fatal flaw in his campaign.

Only four weeks ago, when Mr Bush suffered a humiliating third place finish in the Iowa caucuses, the race looked very different. Hounded by questions surrounding his ambiguous role in the Iran-Contra scandal and his effectiveness as Vice-President, Mr Bush came across as hesitant, testy and eminently beatable. The turning point came in the New Hampshire primary. The Dole campaign played safe and planned its hopes on an apparent surge of support in the polls. The Bush camp, helped by a superb field organization led by Governor John Sununu and a burst of negative television advertising,



If Senator Dole is to defeat Mr Bush he must create a fire-break in Illinois, where his own polls last week showed him eight points behind the Vice-President

The Vice-President has literally spent seven years cementing loyalties in the Republican party hierarchy, exploiting his office to offer promises of future patronage. Mr Kevin Phillips, a Republican political analyst, said that only some unforeseen scandal — Panama, Iran-Contra or from his savings as CIA director — can deprive Mr Bush of the nomination. Yet, so far the Republican race has been marked by a personal antagonism, even class warfare, between the genteel East-Coaster Mr Bush and the gritty Midwest fighter Senator Dole, with Mr Robertson a spoiler on the sidelines. The potential for conflict — despite Mr Bush's crushing victory in the South — looms large in the Republican race all the way to the party convention in New Orleans in August.

Confusing signals for Democratic contenders

"IT'S A new race," Senator Al Gore proclaimed as he shouldered his way into the front rank of the contenders for the Democratic presidential nomination on Tuesday night. But it is also a confusing race. How do you explain the fact that the victor in Iowa, Rep Richard Gephardt, the man whose message has been misinterpreted as merely an expression of economic nationalism, virtually disappeared in a region where such populist appeals have traditionally fallen on open ears?

BY STEWART FLEMING IN WASHINGTON

How do you explain that 20 years after brutal race riots divided the nation and weeks after an innocent black man was beaten to death in an East Texas jail by a white sheriff, that a black presidential candidate can (with the support of a small but symbolically significant white vote) defeat all his white rivals in Deep South states where a generation ago he himself had to go to a separate toilet?

How do you explain the fact that Senator Gore, who two weeks ago was widely written off as having blundered by getting into the race late, is now the most potent challenger to Governor Michael Dukakis of Massachusetts as the race moves into the industrial states, first of all Illinois next week? Part of the answer to these questions is the role television is playing. That it is not the whole answer is evident from the fact that the Rev Jesse Jackson, the black man whom the party in effect rejected as a serious polit-

ician in 1984 but must now come to terms with, spent only a few hundred thousand dollars on television advertising. Without concluding that television is having a powerful impact on the Democratic race it is hard to explain either Mr Gephardt's abysmal showing or Senator Gore's spectacular one. Short of funds, Mr Gephardt says he spent only \$1m on television advertising (a third of that each of his rivals committed) and, three weeks after New Hampshire's primary, short of the time needed to campaign vigorously in 20 states, the Missouri man was unable to get his message out.

Senator Gore, with a war chest of more than \$2m stored up for Super Tuesday, swamped the man he was challenging for the moderate, blue-collar southern vote. He was able to do so not only because of his regional appeal as a son of the South, but in part because the voters this year are so suggestive. Apathetic, indifferent, undecided, and emotionally unconnected to any of the candidates apart from Mr Jackson, they were sitting ducks for

DELEGATE WINNERS BY STATE

Table with columns: State, Republican, Democrat. Lists winners for states like Alabama, Arkansas, Florida, Georgia, Hawaii, Idaho, Kentucky, Louisiana, Maryland, Massachusetts, Mississippi, Missouri, Nevada, North Carolina, Ohio, Oklahoma, Oregon, Rhode Island, Tennessee, Texas, Virginia, Washington.

the concentrated two or three day advertising campaigns they as each sought to eliminate him from the contest. But it would be a mistake to suggest that the powerful role television is playing is drowning out Americans' real concerns. To say that the campaign is issueless is erroneous. It is rather that

Jesse Jackson marches past another US milestone

A GENERATION ago the Rev Jesse Jackson, the black leader who marched with Martin Luther King in the civil rights movement, would not have been permitted to vote in several of the states of the deep South where he swept to victory in Democratic primaries on Tuesday, writes Stewart Fleming. As Mr Jackson said yesterday, in those days

"blacks were picking cotton, now they are picking Presidents". For, 30 years ago, when he was using public accommodation, would he have been allowed to eat or drink with the white voters who cast their ballots for his candidacy. Yesterday, exultant over the success of his "new Southern message," Mr Jackson

declared: "We have gone from the mainstream to a broad based river... our coalition represents the future of the Democratic Party." The voting rights for which Mr Jackson marched are now exercised by the black populations of the South in just the same way as whites. Recent studies have shown that it is not race, but education level

which determines voter turnout in presidential elections in the South. Mr Jackson's support still comes overwhelmingly from the black community, however. Exit polls suggest that 90 per cent or more of those who cast their ballot for him were black. But that is a powerful voting block which the Democrats need to win in November.

issue. The resentment which Mr Gephardt has tapped, and which will not disappear even if his candidacy does, is the resentment of a blue-collar working class feeling increasingly insecure, both economically and socially. They see drugs and AIDS and teenage pregnancies spreading from the ghettos to their homes, they see companies cutting pension and health benefits, and they see their schools no longer functioning effectively. As one listens to the speeches of the political populists in the Democratic field, Rep Gephardt and Rev Jackson and on the Republican side Mr Pat Robertson, who is saying much of the same thing but couching it in terms of moral and social regeneration, these concerns come through loud and clear. And audiences respond powerfully to them.

Where it not for the limits imposed by the huge federal budget deficits which Mr Reagan has wittingly left behind to constrain social activism, the other democratic candidates would also be addressing these issues head on.

which determines voter turnout in presidential elections in the South. Mr Jackson's support still comes overwhelmingly from the black community, however. Exit polls suggest that 90 per cent or more of those who cast their ballot for him were black. But that is a powerful voting block which the Democrats need to win in November.

Vice-President emerges from the shadow

FOR SEVEN years, George Bush has stood in the shadow of Ronald Reagan, a portrait of self-facing loyalty to the President, writes Lionel Barber.

On Tuesday night, Mr Bush's fealty and President Reagan's popularity in the South handed the Vice-President a crushing victory over his Republican rivals in Tuesday's regional primary and caucus elections. Today, he stands within an eye of his party's presidential nomination.

Yet questions persist about the Bush candidacy. They turn on his electability in November against a Democrat presidential challenger, more broadly, they revolve around the man himself, what he stands for and why, he

wants to become President. Mr Bush, a man of few words at the best of times, arouses none of the warmth of President Reagan. "I am a practical man," he said last autumn. "I am not much for the airy and abstract... I do not yearn to lead a crusade." So far, Mr Bush has been running a cautious, million-dollar campaign as a Texas oilman (bought by \$800,000 start-up funds found by a rich uncle), ambassadorships to the United Nations and Communist China in the Nixon and Ford Administrations; his brief stint as CIA director and the Vice-President. On policy detail, Mr Bush is obstinately broad-brush.

The clearest outlines emerge on trade. He likes the US-Canada Free Trade Agreement, under consideration by the US Congress, and he would like to expand it to Mexico, a country he knows well. Influenced by his friend Mr James Baker, US Treasury Secretary, Mr Bush refers to the need to expand growth through international economic co-operation. Mr Baker, who ran the Bush presidential campaign in 1980 and whose job this year is to keep the US economy on an even keel, would be a significant force in a Bush Administration. On defence, Mr Bush embraces the intermediate-range nuclear forces (INF) treaty signed last year by Mr Reagan and Mr Mikhail Gorbachev. He backs efforts to conclude a further arms pact with Moscow to cut strategic nuclear missiles by half and he

remains committed to the "Star Wars" anti-ballistic missile shield. Like all the candidates, Mr Bush is fuzzy on tackling the Federal budget deficit, likely to be around \$150bn this year. He has ruled out tax increases and has backed a four-year lid on government spending. Like President Reagan, he embraces the improbable goal of a line-item veto to strike out past Congressional spending projects plus a balanced-budget amendment to the US Constitution.

Yet a President Bush would like to increase spending on AIDS research, space, drug enforcement and education. "I want to be the education president," he says. Initially, he sought to differentiate himself from his rivals in the campaign by stressing his more conservative stances on national security and presenting himself as the Democrat who is strong on defence. A recognised expert on arms control and defence issues, he has supported President Reagan's the Gulf laboratory (but not space-based) testing for the Strategic Defence Initiative and funding for the MX and Midetman nuclear missiles. He has also voted for non-lethal aid to the Contra rebels in Nicaragua. However, while favouring partial means testing of some government benefit programmes, limiting farm supports to the family farmers who need them most, and more efficient defence procurement systems as part of the answer to the budget deficit, he also believes there are urgent social needs which have been woefully neglected by the Reagan Administration.



Gore: under fire. The moderate conservative image he has adopted in the early stages of the campaign is only part of his political identity. He has the most liberal voting record of all the candidates, a reflection of battles he has fought in Congress against corporate interests as well as his obvious concern about child poverty and the threat to society posed by the urban underclass. "Our children have not had a President during the Reagan years," he says.

Gore's gamble pays dividends

SENATOR Albert Gore, the 29-year-old Democrat from Tennessee, pulled off one of the most daring gambles in modern presidential campaigns on Tuesday, vaulting to the front rank of candidates for the Democratic Party's nomination after all but ignoring the early battles in Iowa and New Hampshire, writes Stewart Fleming.

Lampooned as "Prince Albert" by one prominent political cartoonist for his decision to stay aloof from the initial noise and because of a touch of hauteur in his demeanour, Mr Gore will now find himself and his positions under heavy fire by his rivals.

Even as the results were coming through on Tuesday night some respected analysts were predicting that he would find it hard to repeat his triumph in the industrial states of the Midwest and the Northeast. On this view Senator Gore's victories on Tuesday reflected primarily the combination of two

forces. First, he shrewdly husbanded his financial resources to compete effectively on the broad canvass of Super Tuesday and this gave him a huge advantage over his main rival on the day, Rep Richard Gephardt, whose cash-starved campaign failed miserably to make contact with an apathetic electorate. Secondly, it is argued that Mr Gore was able to present himself as a son of the South, a candidate who instinctively responded to the concerns of a region in which confining strains of conservatism, populism and protectionism are woven into a political tapestry which has been stretched and torn by the breakdown of official racial segregation and the dramatic economic growth and urbanisation over the past 20 years. But to define his appeal so narrowly is to overlook the breadth of the issues he is addressing intellectually, but still struggling to translate into a compelling message for ordinary voters.

Cool Dukakis fails to fire up party faithful

GOVERNOR Michael Dukakis is a Massachusetts pragmatist whose liberal foreign policy views present an inviting target to Senator Albert Gore, now his main Democratic rival, writes Stewart Fleming. But nobody expects him to crumble under the pressure of being front-runner. Gov Dukakis came back to dominate Massachusetts politics in 1982 after losing the Governor's mansion four years earlier in an unexpected defeat. "He has ice in his veins," says one adviser. His coolness under pressure is both a strength and a weakness, however. For, even as he has constructed the most powerful campaign of any of the Democrats he

has consistently failed to excite the party faithful. The thrust of the 54-year-old Governor's message has been to appeal to the natural optimism of US voters. Where Rep Richard Gephardt of Missouri has been suggesting that America needs to be more aggressive in its economic self-interest, and to lash out at foreigners taking advantage of American generosity, Mr Dukakis argues that the path to a new era of prosperity and world leadership lies in working with the corporate interests and the foreign powers. How does he know this will work? "I've done it," says the quiet son of Greek immigrants who is claiming more than his share of the credit for transforming the Massachusetts economy from an incipient casualty of the rust belt to a high tech, financial services vision of America's future. Moreover, he says he has done it while improving the services the state government has been delivering to the poor, lowering state taxes and balancing the budget. His imaginative programmes for helping (particularly black) women out of abject poverty and into jobs, and the prospect that Massachusetts will soon have the state health insurance scheme he has fought for, are testimony to his political skill as well as his determination.

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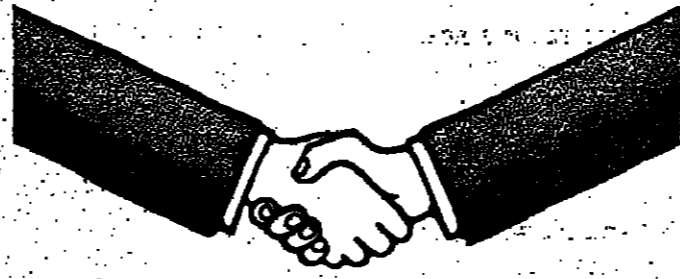
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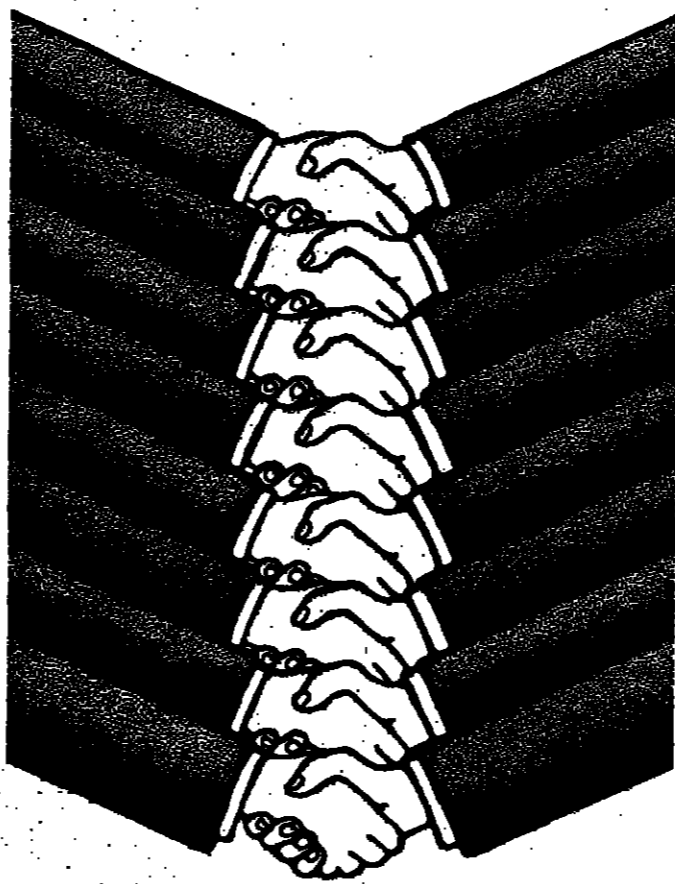
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# WORLD TRADE NEWS

## Italmimpianti to build steel plant in Java

By John Murray Brown in Jakarta

ITALMPIANTI, the Italian construction company, has signed a \$260m (£115m) contract with an Indonesian-Hong Kong consortium to build a steel plant in Java after edging aside Mannesman Demag of West Germany.

Financed for the plant to have an annual capacity of 300,000 tonnes of seamless pipe used in oil rig construction, is still to be arranged.

The consortium, which comprises four Indonesian companies and a Hong Kong-based investment group, was earlier reported to be providing an equity stake in the project.

Bankers in Jakarta believe loan finance may be more difficult to arrange. Ranggo Padoja is acting as lead bank with a package likely to include an Italian export credit and both foreign and local commercial loans.

The project will include arc furnaces and continuous casting with a pipe and finishing mill.

The consortium is 30 per cent owned by Pertamina, Indonesia's state oil company, and 39 per cent by Bakri Brothers, the country's leading non-Chinese private industrial concern. The state-run PT Krakatau-Sabell holds 4.9 per cent, PT Encona Engineering 6.1 per cent and the Hong Kong-based Asia Pacific Pipe Investment 20 per cent.

Krakatau plans a \$400m investment to modernise and expand capacity of its sponge iron plant at Cilegon, Java.

Mr Tungky Aribowo, company president, says 60 per cent of the funding will be provided by foreign contractors through export credit and the balance will be raised by local banks.

First tenders have already gone out for expansion of a wire rod mill, which will cost \$80m. Mr Aribowo expects loans for the total amount to be in place by the end of the year.

The expansion will increase the plant's capacity from 1.5m tonnes to 2.5m tonnes a year. Mr Aribowo also hinted that the finance would be on a non-recourse basis, with the lender reimbursed by project revenues.

Foreign contractors are expected to source 50 per cent of their project costs to local suppliers.

# West German engineering may face Japanese export onslaught

By Andrew Fisher in Frankfurt

JAPANESE ENGINEERING companies are likely to mount an export onslaught on Europe now that the dollar's fall has cut sharply the size of their turnover in the US. Mr Frank Paetzold, president of the West German mechanical engineering association (VDMA), said yesterday at its annual press conference.

The warning comes as West German industry faces another year of lower output as a result of slow investment growth at home and the impact of the high Deutschmark abroad. Short-time working has risen and capacity utilisation fallen.

Taking up the theme of whether West Germany was becoming too costly to be competitive, Mr Paetzold also cited

the country's move to shorter working hours, its high corporate taxes, and its slow-moving bureaucracy as factors which lessened its attraction as a manufacturing base.

In its wide spread of foreign markets, however, he said that West Germany's mechanical engineering industry had a strong advantage. Its exports, down last year by 2.4 per cent to DM94.5bn (\$67bn), represent nearly 60 per cent of output.

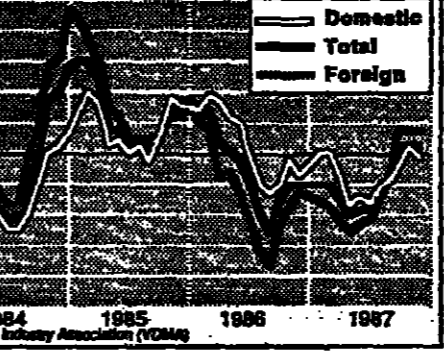
VDMA members expected growth this year in sales to western Europe, China and the Far East, but were less hopeful about the US and eastern Europe and still pessimistic about South America and Opec countries.

Japan, on the other hand, was

far more oriented towards the US, to which it sent 35 per cent of its exports. In machine tools, the share taken by the US was as much as 42 per cent, Mr Paetzold noted. Hit by the dollar, West German industry's sales to the US last year fell by 3 per cent to DM3.5bn, representing 10 per cent of all its foreign sales. Sales to the EC, however, rose 5 per cent to DM42.4bn, or 45 per cent of exports.

With just over 1m people, mechanical engineering is West Germany's biggest employer. But output fell by a real 2 per cent in 1987, a rate of decline expected to recur this year, although new orders have picked up in recent months. Capacity utilisation has fallen below 84 per cent from

### Mechanical Engineering Order Inflow



Source: VDMA Engineering Industry Association (VDMA)

Warnings of increased Japanese market penetration have been made in the industry for some time. Last year, however, Japanese engineering exports to West Germany were only 1 per cent higher at DM4.6bn. West German purchases from Britain, the Netherlands, and Austria, showed steeper rises, with total imports 2 per cent higher at DM32.6bn.

A study carried out by the VDMA showed, interestingly, that West German engineering companies generally regarded their stiffest competition as coming from rivals in West Germany, followed by Italian, Japanese and US concerns. Overall, said Mr Paetzold, West German profits would diminish this year as com-

panies came under stiffer competition abroad and tried to hold down costs at home.

Unions' drive for a shorter working week - from April 1, the industry moves to 37.5 from 38.5 hours - will especially hit the engineering industry, with its large number of small and medium-sized companies. Mr Paetzold said. Already, West German workers and technicians worked 600 hours (3.5 months) a year less than in Japan. Up to the year 2,000, this would give the Japanese, with fewer holidays and longer weeks, a lead of 3.5 years.

He compared it to an international football match: "It's as if we would say after 70 minutes, 'now we stop playing' and let the other side play on for the full 90 minutes."

## EC seeks crackdown on Japanese counterfeiting

By William Dawkins in Brussels

THE European Community is to ask the Tokyo Government for a crackdown on counterfeiting of EC goods in Japan and better market access for imports of pharmaceuticals and farm products.

The demands will be made by European Commission officials in the next few months at regular trade talks with their counterparts at Japan's Ministry of International Trade and Industry, said Mr Willy De Clercq, EC Commissioner for External Relations.

Mr De Clercq said there had been real progress on the present sector-by-sector trade talks on market opening measures for cars, medical equipment and cosmetics.

He expected the EC's trade deficit with Japan to be slightly lower in the current year but that the country would still export three times more to the Community than it imports from the EC.

"That is still unsatisfactory when you are talking about relations with developed countries," said Mr De Clercq, who was commenting on the Commission's latest report on the EC's relations with Japan. He was, however, convinced that the Tokyo Government was committed to encouraging broad market opening policies.

Commission officials said the issues to be tackled in the new round of trade talks included high Japanese import duties for pigmeat, cut flowers and citrus fruits, restrictive food standards, the refusal of Japanese pharma-

## Setback for typewriter companies

By William Dawkins

FIVE Japanese electronic typewriter makers yesterday met a serious legal setback over challenge to the way in which the European Commission calculates anti-dumping duties.

Sir Gordon Slynn, the European Court of Justice's Advocate-General, said in a preliminary opinion that the companies had no grounds to appeal against anti-dumping duties imposed on their imports to the EC in 1985.

The companies are Brother, Sharp, Silver Seiko, Canon and Tokyo Electric, which had tried to argue that the Commission was biased in the way it works out different sales prices in its anti-dumping calculations. The advocate-general's opinion is usually, though not always, a guide to the court's final judgment.

The Commission proposed earlier this week that all the companies, except Brother, should also pay levies on electronic typewriters being put together in the EC, allegedly in an attempt to circumvent duties on assembled imports.

The appeal is the second attempt by Japanese exporters to question changes to the way anti-dumping rules are enforced.

The Commission's calculations, the typewriter companies claim, artificially inflate the Japanese price while pushing down the EC equivalent, an argument which Sir Gordon could not accept.

## French win Riyadh contract

By Finn Barre in Riyadh

DUMEZ, the French construction company, has been awarded contracts worth SR314m (£46m) by the Ar-Riyadh Development Authority to renovate the centre of the Saudi capital.

The contract, part of a project worth SR455m is one of the few large construction deals being awarded when tight rein is being kept on Saudi finances.

Dumez won a SR194m contract to build Qasr al-Hukm "palace of government" which will contain ceremonial offices for King Fahd Ibn Abdulaziz and the offices of his full brother, the governor of

## Tough measures achieve trade surplus in Denmark

By Hilary Barnes in Copenhagen

TOUGH MEASURES to restrain consumer demand last year had the desired effect on Denmark's trade balance.

A 1986 deficit of DKr12.9bn (\$2bn) became a surplus of DKr1.2bn in 1987, according to the year-end trade figures, published yesterday. Exports increased 1.9 per cent to DKr175.1bn and imports fell 5.9 per cent to DKr173.9bn.

The figures did not satisfy the opposition Social Democratic Party's economic affairs spokesman, Mr Mogens Lykketoft. He said the fact that the improve-

## SAS Beijing venture seeks \$41.5m facility

THE SAS Grand Hotel Beijing Joint Venture Company is planning a \$41.5m loan facility to help finance the project in Peking.

The 12-year facility includes a \$4.5m standby loan to cover potential cost overruns. Terms were not disclosed.

The facility is jointly arranged by Scandinavian Bank, Den norske Creditbank and Scandinavian Far East.

The borrower, which puts in \$3m as equity, is a 50-50 joint venture between state-owned China International Exhibition Centre and Scandinavian interests.

## UK drive to invest in Taiwan

By Bob King in Taipei

AN ATTEMPT to attract Taiwanese investment capital into the City of London and promote UK investment in Taiwan has been launched by the British Invisible Exports Council.

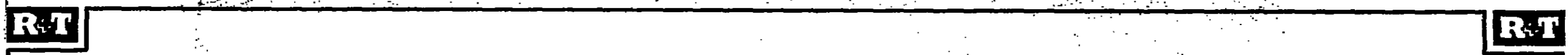
A council delegation which held its first promotional seminar in Taipei yesterday is also exploring the possibility of UK investment in Taiwanese equity shares.

Currently, foreign companies and individuals are prohibited from buying shares of listed Taiwan companies, other than indirectly through four mutual funds now offered abroad.

The seminar, which attracted representatives from Taiwan's financial, business, and governmental sectors, reflects growing interest in Taiwan as a source of investment capital and as an emerging economic power, said the Earl of Limerick, the council chairman, who headed the British delegation.

This is the first time the UK has mounted such a promotion in Taiwan which last July lifted controls on outward foreign exchange movements.

Although Taiwan's imports from the UK have grown significantly - up one-third last year and by more than 53 per cent during January of this year, year-on-year - they still account for only 1.5 per cent of Taiwan's total imports. "There is room for considerable expansion," Lord Limerick said.



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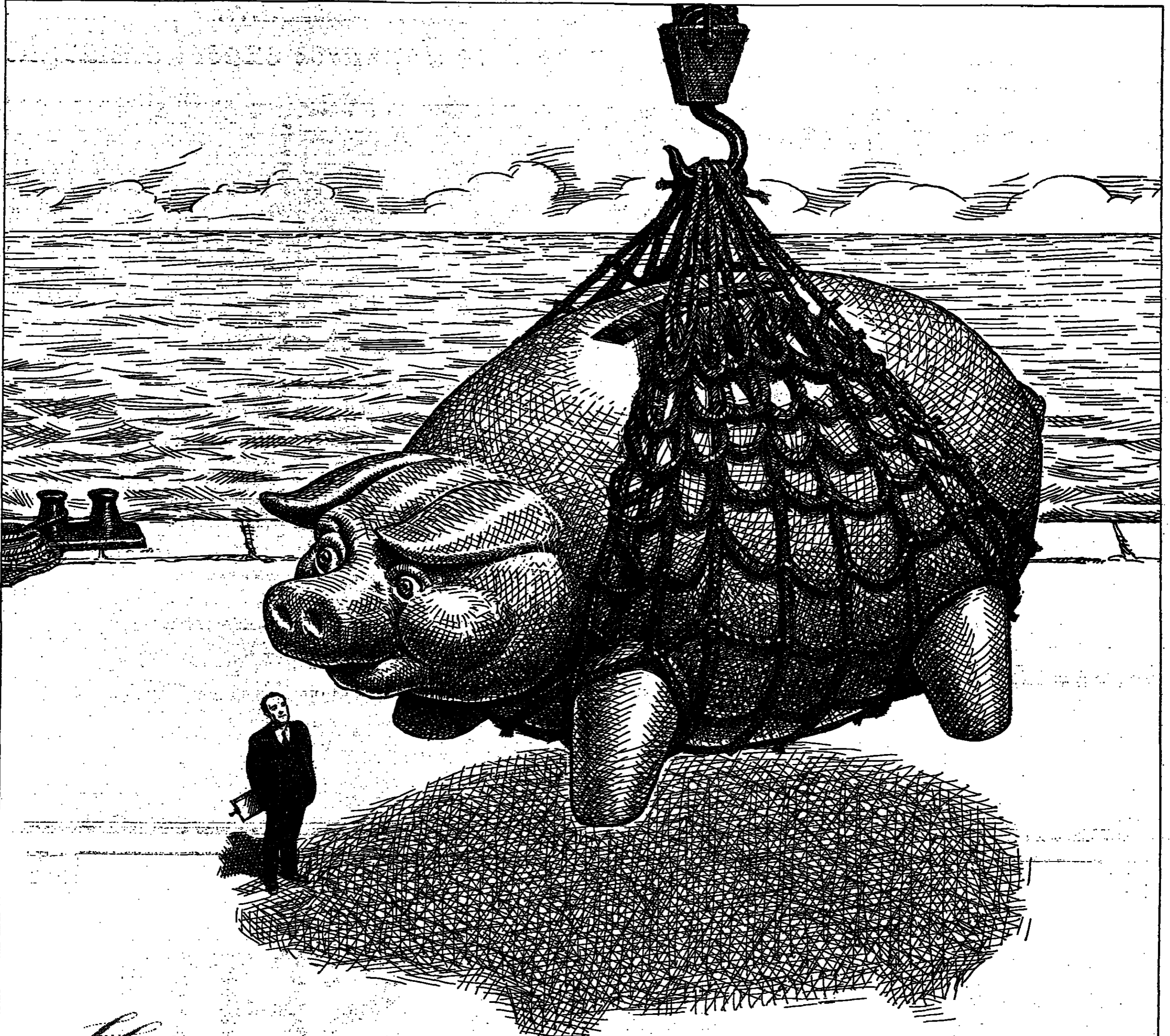


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UK NEWS

Nick Bunker looks at a new arrival in the London insurance market

Foot in the door of Fortune's 500

WHEN 20 big US railroads renew their insurance this year, they will turn for help to a small company in the City of London.

It is called Nicholson Chamberlain and Colls, and it started life officially this week as the newest broker in the specialist insurance market that surrounds Lloyd's, the London insurance market.

It is relatively small, and likely to stay that way for the next few years at least. "Bigness is not what we are all about," says Mr Nigel Chamberlain, its 44-year-old joint managing director.

Although the company has judged for commission income of more than £10m in its first year, it is only a small fraction of the size of Sedgwick Willis Faber or C.T. Bowring, the London market's leading broking houses.

But its emergence as a new independent Lloyd's broker is significant. "We feel it is a unique set-up," said Mr Martin Nicholson, a 47-year-old aviation reinsurance broker and now Mr Chamberlain's colleague as the new company's other joint managing director.

There are two things about the company which justify that claim. First, it has brought together almost all the leading executives who walked out of Stewart Wrightson, another insurance broker, when it

merged with Willis Faber last year. Second, it has the backing of a powerful US insurance broker, Rollins Burdick Hunter (RBH) of Chicago.

Since the turn of the century RBH has used London insurance brokers - principally C.E. Heath - to arrange policies for big US clients, including Fortune 500 companies, public utilities and railroads. But now, for the first time, it is actually taking a stake in a Lloyd's broker.

Am Corporation, RBH's parent company, has acquired what Mr Chamberlain calls a significant minority shareholding in Nicholson Chamberlain and Colls.

There are three principal broking executives in the new group, and all of them were Stewart Wrightson brokers, who split away when it became clear to them that the merger with Willis was really a takeover in which the Willis people were determined to have the upper hand.

Chief among the departing executives was Mr Alan Colls - now chairman of Nicholson Chamberlain and Colls - who had headed Stewart Wrightson's main operating company, Stewart Wrightson Ltd.

This kind of thing has happened before in the London insurance broking world - a people business - where attempted

mergers and takeovers are often plagued by culture and personality clashes.

When New York-based Marsh & McLennan bought C.T. Bowring in 1980, about 20 Bowring brokers walked out to start their own firms. Several of them - R.K. Carvill, Jenner Fenton Slade, and Ballantyne McKean and Sullivan - are now firmly entrenched in specialist market niches, such as broking energy, industry or US medical malpractice insurance.

Nicholson Chamberlain and Colls is rather different because it has brought together three mature businesses in different fields - and, in the process, already deprived Willis Faber of significant chunks of Wrightson's broking revenue.

At the heart of the new company is Nicholson Stewart Brown, one of London's top two or three aviation reinsurance broking operations, with 1987 commissioned income of about £5m from 70 to 80 clients. It always functioned separately from Stewart Wrightson as a whole, and has brought all its previous business with it.

Alongside it, however, is now Nicholson Chamberlain and Colls (Aviation), run by the two men, Mr Jonathan Palmer Brown and Mr Peter Butler, who led Stewart

Wrightson's aviation team, which had clients including United Airlines of the US.

They have already carried with them 15 major airline clients, which they used to deal with at Stewart Wrightson, and they hope ultimately to bring about half their total accounts, said Mr Chamberlain.

The group's third leg - Nicholson Chamberlain and Colls (North America) - has its best known accounts. For 20 years, Mr Chamberlain was with C.E. Heath, where he had close ties to RBH in Chicago, and a range of other American brokers which need to use Lloyd's of London.

However, he and his two colleagues from Heath, Mr Graham Addiscot and Mr Tony Fell - an expert on US railroads - left Heath 18 months ago to join Stewart Wrightson out of frustration with the weak management which ran Heath before it merged in late 1985 with another Lloyd's broker, Fielding Insurance.

As a result, Nicholson Chamberlain and Colls now has one of the London insurance market's biggest books of prime North American property/casualty insurance accounts - of which the biggest, perhaps, are LTV, the iron and steel conglomerate, and Conrail, the New York-Connecticut commuter railroad.



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BA likely to ban smoking on selected short-haul flights

BY MICHAEL DUNNE, AEROSPACE CORRESPONDENT

BRITISH AIRWAYS may introduce a limited number of no-smoking flights on some of its short-haul routes as an experiment later this year.

This follows increasing pressure for bans on smoking tobacco aboard aircraft, both as a direct safety measure and to reduce discomfort for non-smoking passengers who find tobacco smoke offensive and even damaging to their health.

The experiment, which was announced on National No Smoking Day in Britain, will be limited to a few, well-publicised short-haul domestic and European flights. Long-haul flights are not expected to be involved.

The BA plan follows the decision by Air UK, one of the major UK independent airlines, to ban smoking on all its flights, in response to pressure from travellers.

Other airlines will be watching the Air UK decision closely to see if it receives the approval of most of its passengers.

If the BA experiment produces clear results, it could result in many more BA flights being designated no-smoking.

For the moment, most other airlines will continue to offer passengers the choice of seats in either a smoking or non-smoking area of their aircraft.

However, many carriers have experienced a growing demand over the past few years for their "no-smoking" sections to be extended, as more passengers seek to avoid tobacco smoke. Because of the difficulty in dividing the cabins between smokers and non-smokers, complaints from the latter have been increasing.

As a result, smoking sections



Junior Health Minister Edwin Currie and Ladbroke's director Ron Pollard celebrating the UK's first smoke-free betting shop

have tended to be relegated to the rear of passenger cabins. Britain's second largest operator, has also discovered from its own research that cabin air-conditioning systems can become fouled by tar products from tobacco smoke.

This severely restricts the amount of clean air they can recirculate, thereby affecting non-smokers.

Air UK's argument for implementing no-smoking flights is that passengers ought to be able to refrain from smoking for the short duration of short-haul flights, which often take one hour or less.

It also argues that smoking is

not permitted in theatres and some other places of entertainment, and on London Underground trains, that is accepted by the public.

Nevertheless, there are some powerful lobbies in favour of continued smoking on aircraft, such as "Forest" - Freedom of Right to Enjoy Smoking Tobacco - which argues that smoking for some people is enjoyable, and that it can calm the nerves of otherwise nervous passengers.

As a result, there could be a formidable fight this summer between the "for" and "against" lobbies, with the airlines caught in the middle.

Financier given jail term

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

MR IAN RAPER, the UK financier, was yesterday given the maximum available sentence of two years in jail for what a High Court judge called "one of the most deliberate and serious" contempt of court that could be imagined.

Mr Douglas Allen, described by the judge as "Mr Raper's stickler", was sentenced to six months' imprisonment for contempt.

Sir Nicolas Brown-Wilkinson, the Vice-Chancellor and senior judge of the High Court Chancery Division, said that it was probable that his committal order against Mr Raper would never be executed as he was out of the country, and likely to stay there. The court had no power to have him extradited for contempt.

Mr Raper, the judge said, had apparently defrauded a large number of small investors and treated with disdain both the City of London and the court.

"It seems to me likely to harm the reputation of both the City and the court if it proves that nothing can be done to bring him to justice," Sir Nicolas said.

"I shall therefore direct that a copy of this judgment be sent to the Director of Public Prosecutions for him to reconsider whether any criminal charges can properly be formulated against Mr Raper, leading to his possible extradition. Neither Mr Raper nor Mr Allen appeared at the court hearing and their lawyers said that their whereabouts were unknown. The court was told that Mr Allen had a flat in Gower Street in London. The contempt case had been brought by the Liquidators of Savings & Investment Bank,

an Isle of Man bank.

They alleged that Mr Raper and Mr Allen aided and abetted the transfer abroad of £2.6m of the assets of Saint Piran - part of Mr Raper's Gasco group - and its subsidiaries. About £1.5m has not been recovered.

The assets were said to have been transferred in the second half of 1985 to three companies, near Berriedale Investments, of Hong Kong, said to be the ultimate holding company of Mr Raper's Gasco group; Crinkleleaf, described by Sir Nicolas as "a fly-by-night Dutch Antilles company," and

Caravelle Maritime, a Swiss company.

The transfers breached Saint Piran's undertaking to the High Court in 1984 not to reduce its own and its subsidiaries' UK assets below £7m.

Twelve allegations of contempt were made against the two men. Sir Nicolas found eight proved against Mr Raper and three against Mr Allen.

The evidence against them, he said, was unshakable. There had been a conscious, deliberate attempt to defraud Saint Piran's creditors and to remove the assets in breach of the undertaking.

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# Single union row threatens Ford's Scottish project

BY CHARLES LEADBEATER, LABOUR CORRESPONDENT

FORD OF America has told the Trades Union Congress it will cancel a plan to build a £40m plant at Dundee, Scotland, unless the TUC settles a row over union recognition within the next month.

The company also made clear that its controversial single union deal with the AEU engineering union, was vital if the plant was to go ahead. Union leaders said this was a clear signal that the TUC would endanger the plant if it instructed the AEU to withdraw from the agreement. The venture will create 450 jobs.

The company agreement is opposed by most other car industry unions, which would be excluded from collective bargaining at the plant. It would supply advanced electronic engine control modules to Ford assembly plants throughout Europe.

Senior managers of Ford's Electrical and Electronics Division told Mr Norman Willis, the TUC's General Secretary, at a meeting in Detroit on Tuesday that the company did not object to the dispute being processed through an official TUC disputes committee.

Such official inquiries can take about a year to complete, but Ford insisted that the dispute

had to be settled within a month or the project would be cancelled. The company told Mr Willis it would not operate a non-union plant. It rejected a TUC proposal that the unions should be allowed to settle their differences while the plant was being built over the next two years. Ford also said it would not accept an arrangement in which several unions would have members, but would bargain through a single works council.

The other major car industry unions, the Transport and General Workers Union, MSF, the general technical union that represents white-collar staff, and the GMB, general union, lodged an official complaint against the AEU last year.

The AEU believes the agreement should stand as the new plant would be a greenfield site, controlled directly from the US by EED rather than through Ford of Britain, which has established a similar union bargain.

The other unions' positions may be strengthened by the AEU's admission in talks before Christmas that it was technically in breach of the TUC's procedures because it had not notified other unions of its intention to sign the deal.

# The City's Securities and Investment Board chief prepares to bow out History rewritten with a vengeance

TO SUGGEST Parliament spent months labouring over the Financial Services Act simply to deal with the occasional fraud like Nerton Warburg was rewriting history with a vengeance, said Sir Kenneth Berrill last night.

He was making his first public statement since the Government said it would not renew his contract as chairman of the Securities and Investments Board.

He was criticising, among other sections of the press, the Lombard Association in a speech called Investor Protection - a Sledgehammer to Crack a Nut?

He said: "The legislation seeks not just to penalise misdemeanours but to codify best practice, and the law must apply to everyone."

The board was "very much not the creature of one person."

Sir Kenneth steps down at the end of May. His successor will be Mr David Walker, an executive director of the Bank of England.

He said the board itself was largely composed of practitioners. SIB staff included many experienced and knowledgeable members from all areas of the financial services industry.

Further, the industry itself was directly and extensively consulted at all stages of the drafting of the board's rules.

Sir Kenneth said he spoke for the board and its staff as well as himself. "We take responsibility



Sir Kenneth Berrill in the City

for the SIB rule-book and for all the imperfections which must inevitably arise in the first application of such a new and wide-ranging regime.

"It is, nevertheless, one in which I believe we can all take a great deal of pride."

Sir Kenneth has been criticised for producing an excessively bureaucratic and legalistic regulatory system.

He referred to detailed requirements laid down by the Financial Services Act 1976, by which the board was empowered.

He said: "A substantial amount of our rule-book was, therefore, written by ministers and ordained by Parliament."

"I make no complaint about that. But let nobody be under any illusion that the areas covered in the rule-book are SIB's invention or personal to its first chairman."

He said there was a significant difference between, on the one hand, flexibility and willingness to revise with experience, and, on the other, weakness and retreat from basic objectives.

"Consideration of administrative convenience or commercial imperatives to clinch a customer should not be allowed to override desirable investor-protection arguments," he said.

It was not profitable to spend long discussing if the regulatory system was too complex or could be improved.

He said: "It is there, will require primary legislation to change it and is, therefore, likely to be unaltered in its essential features for most, if not all, of the four years for which my successor has been appointed."

"Experience so far suggests that the Secretary of State, for very understandable reasons, will be reluctant to change dramatically the careful balance which was so painstakingly created as the act went through Parliament."

"I am sure that this Government has the clearest possible commitment to effective investor-protection."

# Tories deny 'gulf' over approach to educational reforms

BY PETER RIDDELL, POLITICAL EDITOR

MRS MARGARET THATCHER, Prime Minister, has privately welcomed a report of an assessment of differences in ability and maturity and recognising the sensitivities of publishing information about the results of assessment.

Mr Straw says ministers' support for diagnostic testing makes league tables very difficult and runs counter to Mrs Thatcher's free market approach.

In a letter on January 21 to Mr Baker's private office, Mr Paul Gray, Mrs Thatcher's private secretary on home affairs, says that, while she agreed to his welcome for the task group report, "there are a number of aspects which she finds disturbing."

In particular, she questions the necessity of the proposed "enormously elaborate and complex system", some of which is included in the current education reform bill.

She also notes that the method of assessment places "a heavy responsibility on teachers' judgments and general impressions" and is concerned to note "the major role envisaged for the local education authorities in the implementation of the system."

However, Mr Baker in January broadly welcomed a report of a task group under Professor Paul Black which recommended a system of national assessment at ages seven, 11, 14 and 16, taking account of differences in ability and maturity and recognising the sensitivities of publishing information about the results of assessment.

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# Yorkshire TV chief to return to BBC

BY RAYMOND SNOODY

ONE OF the leading figures in British commercial television, Mr Paul Fox, managing director of Yorkshire Television, is to return to the BBC after 15 years. He will become managing director of BBC network television.

The news, which shocked the broadcasting industry, was greeted with sadness at Yorkshire and delight at the Corporation, where Mr Fox will take over from Mr Bill Cotton who retires in April.

The appointment is the latest in the game of musical chairs at the top of the industry. Late last year Mr Fox was instrumental in persuading Mr Michael Grade against taking over as managing director of television, adding him instead to go to the chief executive's chair at Channel 4.

Mr Fox, who will be 62 in October, past the normal BBC retirement age of 60, said yesterday: "There is a job to be done at the

BBC now and in the months ahead. I am here for a limited period, but one of my jobs is certainly to bring on a successor from within the BBC."

Mr Michael Checkland, the BBC director general who first began informal conversations with Mr Fox on the issue about three weeks ago, said yesterday he was delighted to welcome back to the BBC "one of the television industry's most outstanding talents."

Many will see Mr Fox as a balancing influence on the controversial deputy director general Mr John Birt.

Mr Fox said yesterday he had no doubt he could work with Mr Birt, who has stirred up considerable opposition within the Corporation over the way he is implementing the unification of the news and current affairs departments and for his views on the future of BBC journalism.

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# New negotiations loom in Scottish coal station row

BY PETER RIDDELL AND MAURICE SAMUELSON

BOTH SIDES in the row over Scotland's power station coal yesterday moved towards new negotiations following last week's court clash in Edinburgh over a threatened switch to imports on April 1 which could have spelled imminent closure for most of the Scottish coal industry.

The change of mood was warmly welcomed by ministers, anxious that the row was fueling bad publicity for the privatization of the electricity industry on both sides of the Scottish border.

It led to Monday night's stormy scenes in the House of Commons when Scottish Secretary Mr Malcolm Rifkind came under heavy fire from Opposition Scottish MPs, who accused him of indifference to the threat of several thousand redundancies.

In Whitehall yesterday, hopes of a deal rose following a meeting between Mr Cecil Parkinson, Energy Secretary, Mr Ian Lang, the Scottish Industry Minister,

and members of the Scottish Labour Party, the Scottish TUC, and National Union of Miners.

In a statement, the ministers pointed out that a good deal was in the best interests of both industry and consumers. They reaffirmed the importance of the Government attached to the two parties being left to negotiate a commercial arrangement.

Mr Donald Dewar, Labour's Shadow Scottish Secretary, said he was more hopeful that Mr Parkinson had been sympathetic. Mr Dewar referred in particular to a reference by the SSEB to paying a premium for long term security of supply.

The improved mood was reflected in a flurry of new exchanges between the two state-owned industries.

British Coal yesterday welcomed Tuesday's call by the SSEB for further talks on coal supply and price arrangements.

# Market cannot solve job crisis, says Heseltine

BY MICHAEL CASSELL, POLITICAL CORRESPONDENT

THE GOVERNMENT should not rely on the market to establish jobs at the speed or on the scale Britain's unemployment crisis demands, Mr Michael Heseltine, the former Tory cabinet minister warned last night.

Mr Heseltine, who was addressing the Employment Institute at Westminster, said that although an enormous task still lay ahead if the number of jobless was to be reduced substantially further.

He emphasized that the most optimistic forecasts suggested that it could take up to 10 years to reduce unemployment to the levels recorded in the late 1970s, while there were alternative suggestions that the fall in the number of jobless could halt this year.

He added: "We should not place our heads in the sand, like so many ostriches, preferring to stress the relatively small improvements in order to divert the emphasis from the relatively much larger problem that remains."

Mr Heseltine said he was a staunch supporter of a competitive, capitalist environment but that the market, unaided, could not be left to resolve an unemployment crisis which repre-

sented an "intolerable human waste" and which was costing the nation around £5bn a year in benefit payments.

He claimed, however, that alongside the obligation of society to concern itself with the unemployed there was now a growing determination to "look beyond the simple insurance provision of state benefit."

The Government was providing a growing number of training, educational and work experience programmes, but it was properly not content simply to hand over the money in a way which perpetuated, rather than helped solve, the problem.

Mr Heseltine called for an examination of the "workfare" programmes operated in Sweden and the US, which obliges welfare recipients to work for their benefits.

Outlining the principles of a "community benefit" programme, which linked employment to unemployment benefit, he said the Government should publish a costed projection of continuing to finance large-scale unemployment under present arrangements, comparing it with a more ambitious range of state-provided work or training.

UK NEWS

# Labour force to gain almost 1m workers by 1995

BY RALPH ATKINS

AN EXTRA 900,000 men and women will join Britain's labour force in the next seven years, says a study in the *Employment Gazette* published yesterday. The labour force is estimated to have totalled 27.2m in 1987, including those aged 16 or over who were either in paid work or actively seeking it. It is forecast to rise to 28.1m by 1995. The estimate for last year is higher than previous official forecasts. This is mainly because falling unemployment has encouraged more people to look for work, says the *Gazette*, the official journal of the Department of Employment.

Most of the increase up to 1995 is likely to be in the female labour force - which is forecast to rise by 800,000 to 12.3m. Women's share of the labour market rose from 37 per cent in 1971 to 42 per cent in 1987 and is expected to reach 44 per cent in 1995.

By the middle of the next decade, young people are expected to make up a smaller share of the labour market, with the under-25-year-old numbers projected to fall by 1.2m to 5m. Most of the fall is explained by the declining population of this age group, as those born in the 1960s baby boom move into older categories. However, out of the total number of young people in Britain, the proportion entering the labour market is likely to rise.

Activity rates in most female age groups are expected to increase by 1995. Among men, however, activity rates are generally expected to fall. This trend is especially marked in the over-55 age group.

The projections assume that unemployment will remain at about its December level of 2.5m. However, the *Gazette* points out that the size of the labour force is sensitive to unemployment levels.

As a rule, it says, a fall of 100,000 in the number claiming unemployment benefit will increase the male labour force by about 20,000 and the female labour force by 30,000. If unemployment is falling, people who would otherwise not register as actively seeking work are encouraged to enter the labour market.

The *Gazette* says that if unemployment fell to 2m this year, the size of the labour force would rise to 28.3m by 1995. An increase in unemployment to 3m would lead to the labour force shrinking to 27.8m.

# Warning on public sector pay growth

BY OUR LABOUR EDITOR

PAY PRESSURE on employers in the public sector looks likely to increase this year, with public service employers in the south east of England facing severe recruitment and retention problems, according to a new analysis of public sector pay trends and prospects.

The study, by the Incomes Data Services research company in conjunction with KPMG Peat Marwick Mitchell and the Public Finance Foundation, forecasts a growth in average earnings during 1988 of about 8 per cent, and pay settlements continuing in their current range of 4-7 per cent.

It says: "The pay pressure in the private sector suggests that some companies could be in for some tough negotiations this year, with employees demanding their share of record profits. This points to increasing pressure on public sector employers during 1988." The study suggests this will be particularly strong in the National Health Service.

Problems in the public sector of recruitment and retention, especially in the south east, have been growing, it says, with particular difficulty among key staff such as accountants, computer staff, architects and valuers - but also such staff as typists, secretaries and skilled craft workers.

The study says that the "fundamental problem" for public services in the area is that they are recruiting in competition with a large concentration of financial institutions employing similar types of labour.

"Public Sector Pay - Review of 1987, Prospects for 1988. IDS Public Sector Unit, IDS, 193 St John Street, London EC2V 4LS. £25.

# Credit advertisements to carry consumer warnings

BY PHILIP RAWSTORNE

GOVERNMENT plans to deal with misleading credit advertising and excessive fees charged by brokers were announced yesterday by Mr Francis Maude, Corporate Affairs Minister.

He told the Institute of Credit Management: "My intention is to make sure these advertisements are as simple as possible, so that consumers clearly understand the consequences of entering into a credit agreement. Businesses will also benefit from these changes because they will be given clear guidelines on what they can and cannot do."

Mr Maude said that advertisements for loans secured on someone's home would, in future, have to display a clear warning that the home is at risk if repayments were not made on the loan.

He said he wanted to see the changes in force by the end of the year and would issue a consultation document shortly.

"It shall also be looking closely at brokers' fees," Mr Maude added. "I have been astonished to learn that some brokers have been charging absurdly high arrangement fees - as much as £2,000 on a loan of £15,000. This is clearly taking advantage of consumers who may not even be aware of the fee until the agreement is signed, by which time it is too late."

Mr Maude said he was reviewing consumer credit documentation as well - "and I believe that radical reforms may be necessary."

He added: "It seems to me that the cause of consumer protection is not advanced by providing consumers with a welter of forms when they enter into a credit agreement. We should aim to provide the consumer with better information, but less."

# UK in line for Far Eastern computer plant

By David Thomas

ACER, a Taiwanese computer company, is considering the UK as the site for its first European manufacturing and research and development operation. West Germany is also in the running.

The company, which set up the first Esop in Britain a year ago, says that the scheme - which has received cross-party political support, and which the Government has urged other companies to emulate - has led to greater interest in the company's success among its 800 employees, more than one-third of whom are now Roadchef shareholders.

Since Roadchef's establishment of an Esop - an employee benefit trust which acquires new or existing shares in the company, linked with a profit-sharing trust - about six have been set up in the UK.

In the first Roadchef Esop, the Roadchef employee benefit trust acquired 12 per cent of the company's stock on behalf of the employees.

The second Esop, announced today, will take that stake to 27 per cent, buying 400,000 shares from existing shareholders, by means of a £260,000 loan funded by Unity Trust Bank, the unions' financial institution, the Co-operative Bank and the GMB general union.

# Roadchef starts second worker shares scheme

By Philip Bassett

ROADCHEF, the motorway service area operator, is becoming the first British company to introduce a second US-style employee share ownership plan (Esop).

The company, which set up the first Esop in Britain a year ago, says that the scheme - which has received cross-party political support, and which the Government has urged other companies to emulate - has led to greater interest in the company's success among its 800 employees, more than one-third of whom are now Roadchef shareholders.

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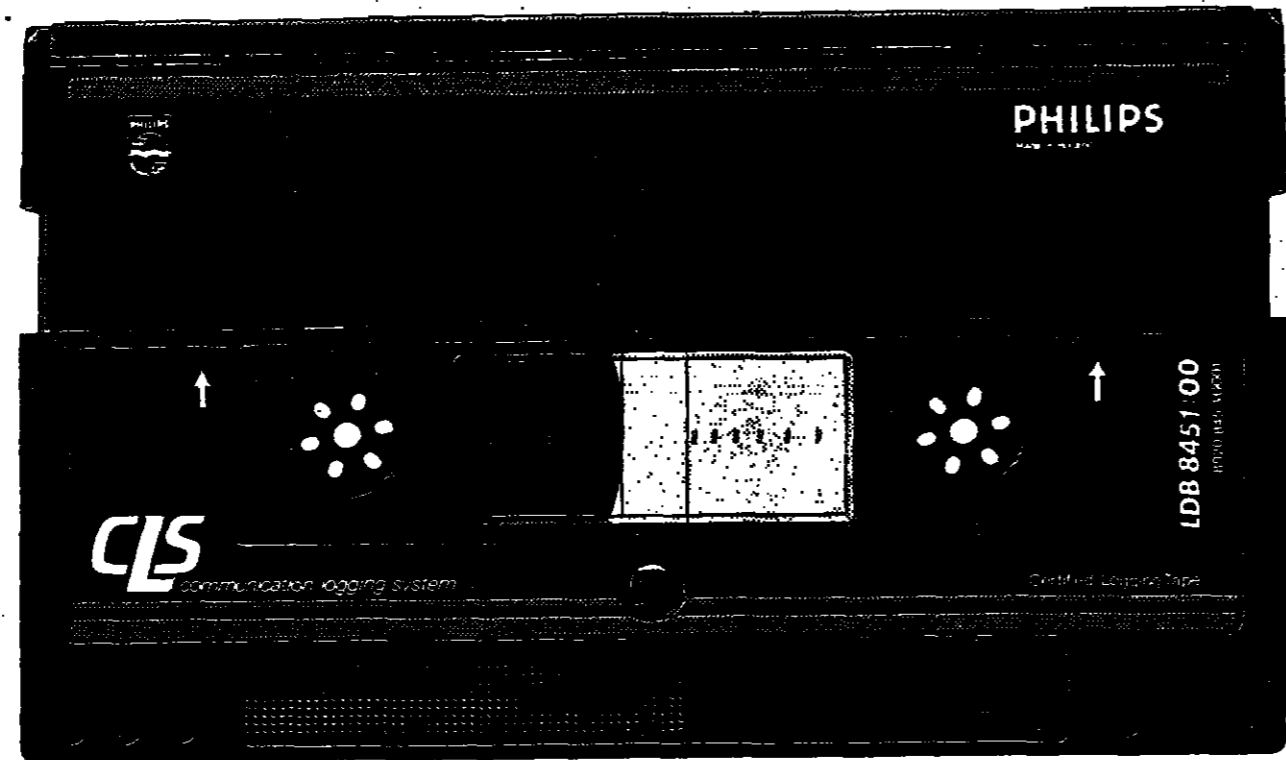
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Notice of Annual General Meeting of Shareholders

**LIQUIBAER**  
Julius Baer U.S. Dollar Fund Limited  
(A company incorporated in the Cayman Islands with limited liability)

NOTICE IS HEREBY GIVEN of the Annual General Meeting to be held at Julius Baer Bank and Trust Company Ltd., Butterfield House, Grand Cayman, Cayman Islands, on the 30th day of March, 1988 at 11 a.m. for the following purposes:

- To receive and consider and, if thought fit, adopt the accounts presented by the Directors for the year ended 31st December, 1987 and the reports of the Directors and Auditors.
- To ratify the acts of Directors.
- To appoint Auditors and authorize the Directors to fix the Auditors' remuneration.

By order of the Board: Julius Baer U.S. Dollar Fund Limited, P.O. Box 1100, Grand Cayman, Cayman Islands.

A shareholder holding registered shares is entitled to attend, vote and appoint one or more proxies to attend and vote instead of him. A proxy need not be a shareholder of the company.

A shareholder holding bearer shares is entitled to attend and vote. Exercise of these rights is subject to the provisions of the Memorandum and Articles of Association.

Secretary and Registrar: Julius Baer Bank and Trust Company Ltd., Butterfield House, P.O. Box 1100, Grand Cayman, Cayman Islands.

Bank: Julius Baer & Co. Ltd., Bankstrasse 26, 8000 Zurich, Switzerland.

Societal Depository: Julius Baer SA Geneva, 2, boulevard de Thibaut, P.O. Box 221, 1211 Geneva 11, Switzerland.

First American Bank, Calverly 21, 9911 Thomas, Austin.

Notice of Annual General Meeting of Shareholders

**DOLLAR-BAER**  
Julius Baer U.S. Dollar Bond Fund Ltd.  
(A company incorporated in the Cayman Islands with limited liability)

NOTICE IS HEREBY GIVEN of the Annual General Meeting to be held at Julius Baer Bank and Trust Company Ltd., Butterfield House, Grand Cayman, Cayman Islands, on the 30th day of March, 1988 at 10 a.m. for the following purposes:

- To receive and consider and, if thought fit, adopt the accounts presented by the Directors for the year ended 31st December, 1987 and the reports of the Directors and Auditors.
- To ratify the acts of Directors.
- To appoint Auditors and authorize the Directors to fix the Auditors' remuneration.

By order of the Board: Julius Baer U.S. Dollar Bond Fund Ltd., P.O. Box 1100, Grand Cayman, Cayman Islands.

A shareholder entitled to attend and vote is entitled to appoint one or more proxies to attend and vote instead of him. A proxy need not also be a shareholder. Exercise of these rights in respect of bearer shares will be recognized only on presentation at the Meeting of the bearer certificate or satisfactory evidence of the holding. Such evidence may be obtained by depositing the certificate with one of the Agents listed below against written receipt, which must be produced at the Meeting. Any instrument of proxy should be delivered to an Agent not less than two business days prior to the date of the Meeting.

Copies of the Annual Report including Audited Accounts are available for inspection and may be obtained at the registered office of the Company and from the Agents listed below.

Secretary and Registrar: Julius Baer Bank and Trust Company Ltd., Butterfield House, P.O. Box 1100, Grand Cayman, Cayman Islands.

Agents: Bank Julius Baer & Co. Ltd., Bankstrasse 26, 8000 Zurich, Switzerland.

Societal Depository: Julius Baer SA Geneva, 2, boulevard de Thibaut, P.O. Box 221, 1211 Geneva 11, Switzerland.

Notice of Annual General Meeting of Shareholders

**D-MARK-BAER**  
Julius Baer D-Mark Bond Fund Ltd.  
(A company incorporated in the Cayman Islands with limited liability)

NOTICE IS HEREBY GIVEN of the Annual General Meeting to be held at Julius Baer Bank and Trust Company Ltd., Butterfield House, Grand Cayman, Cayman Islands, on the 30th day of March, 1988 at 10.30 a.m. for the following purposes:

- To receive and consider and, if thought fit, adopt the accounts presented by the Directors for the year ended 31st December, 1987 and the reports of the Directors and Auditors.
- To ratify the acts of Directors.
- To appoint Auditors and authorize the Directors to fix the Auditors' remuneration.

By order of the Board: Julius Baer D-Mark Bond Fund Ltd., P.O. Box 1100, Grand Cayman, Cayman Islands.

A shareholder entitled to attend and vote is entitled to appoint one or more proxies to attend and vote instead of him. A proxy need not also be a shareholder. Exercise of these rights in respect of bearer shares will be recognized only on presentation at the Meeting of the bearer certificate or satisfactory evidence of the holding. Such evidence may be obtained by depositing the certificate with one of the Agents listed below against written receipt, which must be produced at the Meeting. Any instrument of proxy should be delivered to an Agent not less than two business days prior to the date of the Meeting.

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Secretary and Registrar: Julius Baer Bank and Trust Company Ltd., Butterfield House, P.O. Box 1100, Grand Cayman, Cayman Islands.

Agents: Bank Julius Baer & Co. Ltd., Bankstrasse 26, 8000 Zurich, Switzerland.

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# MANAGEMENT: Marketing and Advertising

Colgate-Palmolive

## How partnership put paid to 'primeval' advertising

The US group changed its agency relationship - and its style. Philip Rawstone reports

"IT IS advertising that drives our worldwide consumer business," says Reuben Mark, chairman, president and chief executive of Colgate-Palmolive, the US toiletries, soap and health care group.

That said, though, Colgate has a problem. Its two competitors, the Anglo-Dutch giant, Unilever, and the US group, Procter & Gamble, have more money to pour into advertising than it can afford. Colgate's annual sales of \$6.6bn compare with Unilever's sales of \$3bn, and P & G's \$1.7bn. Even after Mark increased the 1987 advertising budget to \$370m, Colgate still lagged far behind. P & G spent \$37.5m on television advertising in the US alone, and Unilever, advertising in the US weekly, Advertising Age, spent \$212m in similar fashion.

Mark decided, when he took over five years ago, that the best way to offset such disadvantages was to change strategy. What Colgate lacked in quantity of advertising, it should try to make up in quality.

First he concentrated the group's advertising business in three agencies - Ted Bates; Foote Cone & Belding (FCB); and Young & Rubicam. Eight agencies had previously shared the work internationally.

In the summer of 1986, Colgate reduced its agencies to two, withdrawing its account from Ted Bates as that agency merged with Saatchi & Saatchi. Procter & Gamble's agency.

Len Sugarman, chairman of FCB in Britain, was creative director in New York when the agency won its share of the Colgate account. "It was our first major business in that sector," he recalls. "We were very much the new boys on the block."

But Sugarman welcomed Mark's demands for a change of advertising style. "There seemed to be plenty of scope for improvement," he says. "Detached advertising was predominant. It was dull and stereotyped, usually featuring two women in a kitchen. But while housewives were getting younger and younger, the advertising made no attempt to appeal to them emotionally as advertisements for food and clothes were doing. It was uninvolved."

Mark, who joined Colgate as a marketing executive in 1983, formed a "partnership" with each of the two advertising agencies, in line with a general management philosophy that also brought "partnerships" with Colgate's suppliers, workforce and a few other soap and toiletries companies.

"The conventional agency-client relationship assumes that fear is a better motivator than love. With us, the agencies' contracts are not on the line for everything they do," he says.

But Mark did not just leave it there. Sugarman says admiringly: "He set out on a world tour, spreading his philosophy among the group's offices to ensure that Colgate executives everywhere made the partnership work. He told his people that advertising was the key to their success - and he set out 10 steps for them to follow to achieve the best."

Mark demanded mutual trust and respect between Colgate and FCB executives. He called for a simple and clear strategy; streamlined approval procedures to avoid frustration and the debilitation of ideas; and imparted a sense of adventure.

"Don't settle for the safe or ordinary," he urged his executives. "You must be a little afraid, a little worried, a little nervous of the idea."

Sugarman says: "It was a real breath of fresh air." It dispelled some initial reluctance among FCB's New York staff to work on the account. FCB responded with its own prescription for a creative partnership.

"A joint team in New York co-ordinated the advertising worldwide," says Sugarman. "But the different regions were given freedom to do their own thing. There was no attempt to create a global advertising campaign from one central office. That does not work. All you get that way is a bland message that will not offend anyone - but it will stir anyone either."

A successful campaign in one region, however, could and would be picked up and adapted for use elsewhere in the world.

"New Sensation" television commercials for Palmolive soap, featuring beautiful women in romantic settings with trendy background music, and created by FCB for the Central American market, started such a sales boom in the region that they were quickly repeated in 30 countries in other parts of the world.

Young & Rubicam, Colgate's second agency partner, had a similar success with a television commercial produced for the launch of Colgate Tarter Control toothpaste in the UK in 1986. Using fantasy film techniques, the commercial showed construction workers building a wall of tartar around 17th high teeth.

Before it is completed, the wall is knocked down by a gigantic toothbrush loaded with the new toothpaste, and then wall and workers are washed away leaving the teeth bright and clean.

The entertaining advertisements, using different soundtracks in nine other languages, has since been seen in 18 different countries, and was voted one

of the year's 10 best commercials in the US. It has helped to establish the brand as the world's best-selling tartar control dentifrice.

Over the range of Colgate products - from Ajax cleanser, Fab and ABC detergents, Irish Spring soap, Guard hairspray, to Ultra Brite toothbrushes - the new advertising not only reflected the success of the partnerships, claims Sugarman, it stimulated similar changes of style in the marketing of competitor products. Stodgy campaigns built around demonstration tests and testimonials have everywhere been giving way to livelier packages making emotional appeals to younger consumers.

Mark also decided that, to maintain the marketing momentum, key people working on Colgate's brands at both FCB and Young & Rubicam should be taken off the account. Advertising Age has reported.

Mark has been pleased with the progress - but not satisfied. Eighteen months into the partnership, he strengthened the company-agency ties - renewed regionally and globally at two or three meetings a year - by hiring another advertising man, Clay Timon, a senior account executive at Doyle Dane Bernbach, to promote the new philosophy constantly and keep the partnership running smoothly worldwide.

"He oils the wheels of change," says Sugarman. Mark also decided that, to maintain the marketing momentum, key people working on Colgate's brands at both FCB and Young & Rubicam should be taken off the account. Advertising Age has reported.

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Today Lord Young, the UK trade minister, flies to Tokyo with a top level group of British industrialists to seek export opportunities. Carla Rapoport reports on what products the Japanese currently favour

## A welcome for roses, avocado and lavender

But the owner and founder of Century, the volatile Yoichi Yoda, is not entirely happy with the rest of British industry. "You know Bond Street in London? I'd like to import everything from there and sell it here... cashmere, jewellery... everything," he says, his eyes lighting up.

"But English companies are not trying hard to sell their products here. Just Prime Minister Thatcher and now this Lord Young, they make a lot of noise. But no English companies, for example, can speak any Japanese. They still concentrate on their old colonies for exporting," he says.

Lighting up a Japanese cigarette, Yoda continues: "They don't come to Japan. I go to England six times a year, but these English companies, they never come here."

With a red silk handkerchief tucked into the pocket of a grey sports jacket, Yoda is far from the typical Japanese businessman and that is exactly the image he wants to project.

He dearly wants to make money by selling foreign products in Japan, and not just soap and cookies.

Century Trading, founded by Yoda 15 years ago, imports only European products, ranging from Flindsters Scotch whisky to Tetley tea. European products tend to do better in Japan, he says, because the packaging and design in Europe is of a higher quality than in the US.

This is particularly the case with Crabtree & Evelyn products, he says. "Japanese people are very interested in English and French goods, for example. We are always looking for high quality products from the UK to sell here."

But he is aware of Japanese tastes; they study what is popular here," he says.



## Herbert Johnson gets ahead

IT WAS IN the London of the late 1890s that an apprentice hatter named Herbert Johnson worked on a hat for the Prince of Wales. The Prince, later King Edward VII, was so impressed with the young hatter's work that he advised him to set up in business on his own.

Herbert Johnson took his advice. Today, his business still makes hats and, as part of John Crowther Group, the large textiles concern, is on the brink of an ambitious expansion programme.

Under Crowther's ownership, Herbert Johnson will move to Bond Street - where he has only a few doors away from its original premises, will open in May - and will broaden the base of its business by adding new products to its hats.

"The name of Herbert Johnson is synonymous with British tradition," says Robin Benson, who has been managing director of the company for the past four years. "We feel we can make more of the name by moving into new areas."

When the Crowther group bought Herbert Johnson in June, the core of the business was its Old Burlington Street shop, selling men's and women's hats.

It also made military hats for the British Army and ran a wholesale business exporting hats.

The aim of the present expansion programme is to make the most of the cachet of the Herbert Johnson name. Crowther intends to invest about £750,000 to do so.

Once the new Bond Street shop is established, the company plans to open more shops - both in Britain and abroad - and to develop a network of shops-with-in-shops.

It also intends to introduce a new collection of accessories such as ties, socks and leather goods and to expand a small outerwear collection recently unveiled for export.

The challenge for Herbert Johnson will be to broaden the base of its business without jeopardising the heritage and tradition on which it has built. Benson says that great care will be taken to ensure that everything is in keeping with the old ethos of the company.

"There is and has always been an old fashioned feel to the business," he says. "All our new projects will reflect that."

Alice Rawsthorn

public growth

elements warning

# NOW WE KNOW WHY MARTIN SORRELL BOUGHT JWT

Agency	1980	1982	1984	1986	Total Points
J. Walter Thompson	19	7	8	6	28
Boase Massimi Pollitt	3	4	3	3	21
Leo Burnett	2	5	1	2	10
Gold Greenlees Trott	-	-	4	4	8
Dorland Advertising	-	3	-	4	7
Foote Cone & Belding	-	1	5	-	6
Saatchi & Saatchi	1	2	-	3	6
D'Arcy-MacManus & Masius	4	1	-	-	5
Davidson Pearce	4	1	-	-	5
Ogilvy & Mather	2	-	-	3	5
SSC&B Lintas	1	2	1	1	5
Doyle Dane Bambach	1	-	-	3	4
Young & Rubicam	-	3	1	-	4
Abbott Mead Vickers/SMS	-	-	3	-	3
Wasey Campbell-Ewald	1	2	-	-	3
Bowden Dyble Hayes	2	-	-	-	2
Collett Dickenson Pearce	1	-	-	1	2
Contract Advertising	-	2	-	-	2
McCormick Publicis	1	-	-	1	2
Newlands Knight & Round	-	-	2	-	2
Pictorial Publicity	-	-	-	2	2
Wight Collins Rutherford Scott	-	2	-	-	2
Brunning Advertising & Marketing	1	-	-	-	1
Everetts	-	-	1	-	1
Geers Gross	-	-	1	-	1
Harrison McCann	1	-	-	-	1
Lonsdale Advertising	1	-	-	-	1

Points system: Grand Prix 4, First Prize 3, Second Prize 2, Certificate 1. Compiled by Madell Wilmet Pringle.

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An required under Clause 4(A) of the WARRANTS relating to the Warrant issued on 28th October 1987, a notice is hereby given that with respect to the free distribution of new shares, notice is hereby given that the Board of Directors held on 28th February 1988, the shareholders appearing on the register of shareholders of the Company as at 28th February 1988 (the record date) will be allocated fifty new shares to be issued on 15th April 1988 for each hundred (100) shares owned, and on a list of such two days before of new shares the following adjustment to the subscription price is to be made in accordance with Clause 30 of the WARRANTS:

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 (2) Subscription price after adjustment: 75p 3.50p  
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# FINTECH TELECOM GOLD

TECHNOLOGY

# Imperial's ideas men show they mean business

David Fishlock examines the college's new philosophy on technology transfer

"I TELL people that if there is one thing I've done for Imperial College, it is to recruit David Thomas," says Professor Eric Ash, rector of the Imperial College of Science and Technology, London, and president of the Institution of Electrical Engineers.

Thomas is no high-flying young academic on course for his first Nobel prize, however. He is the director of industrial liaison, responsible for expediting the transfer of technology from the college's 600 academic staff into industry and commerce. The rector recruited him in 1986 from the UK Government's Alvey Programme, where as a programme manager Thomas was negotiating research contracts with Imperial College - Alvey's biggest academic contractor, with 38 contracts.

Imperial College in South Kensington boasts three Nobel laureates, 46 Fellows of the Royal Society, and 24 Fellows of the Fellowship of Engineering. Ash says the college is 50 per cent privately funded and this portion of its income is growing by 2 per cent a year.

Within the college Thomas candidly admits his was not a particularly popular appointment. His office next door to the rector gives him access to the "chief executive" that no department head enjoys. His role is to chivvy the academics into bringing more "private" business - and more profitable kinds of business - into the college.

He asks questions about their consultancies (the rector's view is that they are free to consult with whomever they like) and still, Thomas is questioning some of their most cherished beliefs.

He has also embarked upon a "technological audit" of the entire college, in an attempt to catalogue academic ideas, inven-

tions and capabilities. He sees this as an eye-opening task. "Like painting the Forth Bridge," his aim is to build a portfolio for a company the college set up shortly after he arrived.

Imperial Exploitation Ltd (Impel), launched in January last year, is Imperial College's answer to the British Technology Group (BTG), the Government's agency for technology transfer. Impel takes advantage of the new-found freedom of government-funded scientists to bypass BTG and manage exploitation themselves. Impel already has a portfolio of 120 college patents.

It has three shareholders: the college, with the controlling 51 per cent; Investors in Industry (Ii), 44 per cent; and Research Corporation, 5 per cent. Its catchment is a college which brought in research grants and contracts worth more than £20m last year.

Thomas divides his time between the roles of industrial liaison and running Impel (a two-man business with Paul Dox as company secretary). In the former of these roles he was soon telling his rector the college was losing money on its research contracts. More contracts would simply mean bigger losses.

He is convinced the problem is rooted in the traditional dual-support system for financing university research in Britain, and specifically in the role of the University Grants Committee (UGC) and its long-standing recommendation that universities should charge clients a 40 per cent overhead on the cost of research done under contract.

The figure is unrelated to the real costs of doing research, says Thomas. It derives from the days when the UGC financed the infrastructure for university research and the research councils provided contracts which covered the marginal costs.

"This had the most damaging

result that no-one in a university ever costed anything fully, only marginally," Thomas contends. With the passage of time, a dwindling infrastructure is being required to support more and more kinds of contract. Nowadays, in addition to research council contracts, the college undertakes work for government departments, directed programmes like Alvey, the European Community, research charities, and industry.

British universities are doing research for some contractors at half the real cost, he says. In respect of government research done by the universities, the Department of Education and Science has effectively been subsidising other parts of Whitehall to the tune of tens of millions of pounds.

But Imperial College academics do not readily accept Thomas's contention that they must charge more if the college is not to go broke. They want to do the research. They are worried about losing it to someone less fastidious about the figures. One Nobel prize winner told Thomas that if he were to charge more, Shell, the oil company, would no longer want his science.

The academics cite the case of ICI which, last year, when asked to give the universities more to cover the shortfall in overheads supposedly covered by the University Grants Committee, not only said no but ceased to provide even the amount of money it had previously donated.

The dual-support system in which half the national science budget comes through the

research councils and half from the UGC is defended as the mainstay of academic freedom. The UGC money is cash for which researchers do not have to account to a contractor.

But Thomas tells them: academic freedom is already mostly a myth. He believes they have already lost it by becoming beholden to the contractor. As a former research scientist himself, he earnestly wants them to regain their freedom "to do the odd thing."

He believes that with the research councils being encouraged by government policy to concentrate on national and strategic objectives, it is all the more vital to cultivate speculative research in the universities. But that freedom can flourish only if founded on the financial discipline of knowing what the research really costs, he says.

Through Impel, Thomas and Dox also negotiate a stake for the college in the intellectual property rights of any research contract. Previously, British companies have usually said no to such rights when perturbed by academics - they were willing to concede a share to the college, but at their discretion and not as a right. If companies insist on this, then they must pay 100 per cent of the college's costs, Thomas tells them.

Impel is an "enabling company", says Paul Dox. The rector - "no committee man" - has given it considerable licence to get the best deal for the college and staff. This may be a valuable quid pro quo instead of cash - for example, with the Chinese,

Imperial College income from grants & contracts 1985-88	
	£ million
Research councils	8.8
UK charities	1.1
Government departments	3.7
UK industry & commerce	2.6
Overseas	1.7
Local government & miscellaneous	0.5
<b>TOTAL</b>	<b>18.4</b>

David Thomas (left) admits that he was not a particularly popular appointment. His role is to chivvy academics into bringing more "private" business to the college

who have no money but are giving the college an entrée into Chinese biotechnology by getting its help to set up a biotechnology plant.

Dox is bringing market research to bear on areas where the college might profitably increase its earnings, such as consultancy, where it enjoys a high reputation. He finds, for example, that City of London solicitors offer a market worth between £2m and £8m a year for expert witnesses in patent disputes.

The academics complain "lawyers never pay up." If so, then Impel will harass the lawyers for a fee to cover the witness's costs.

Should British universities simply agree on a new and bigger percentage to charge for overheads? No, says Thomas. It would simply perpetuate some of the present problems. Each researcher must understand what his work really costs, and the value of his personal skills and reputation. He must learn to charge what the market will bear. And Impel is there to help him.

David Thomas is particularly keen that when a research contractor specifies that it is Professor X or Dr Y whose talents he wishes to hire, the academic should get a commensurate return for his employers.

Overseas companies and contractors such as the European Community are well ahead of British contractors in seeing the justice of such a pricing policy, he says. "UK contractors have been getting us on the cheap for too long," says Thomas.

# Why Apple clasped hands with Texas intelligence

BY LOUISE KEHOE IN SAN FRANCISCO

THE WORLD of artificial intelligence (AI), where machines are endowed with the ability to make human-like judgments, has joined hands with the mainstream of business computing.

Last week Texas Instruments and Apple Computer agreed to slot Texas specialist AI microprocessors and software into Apple Macintosh II personal computers. The combined system, which will carry both companies' names and be marketed by Texas under the name "microExplorer", significantly reduces the cost of a special purpose computer for the development of AI programs such as "expert systems".

The Macintosh-based system will also retain its broader appeal as a multi-purpose personal computer. "We believe that this kind of cost-effective delivery vehicle will facilitate the widespread deployment of 'expert systems' and other AI applications," says Jerry Junkins, Texas Instruments president and chief executive.

The new system will become a catalyst to the use of AI in business, he suggests. MicroExplorer

prices start at \$15,000, less than half of the cost of a special purpose AI workstation. For Texas, the agreement with Apple represents an opportunity to address a broader market with its AI technology.

The semiconductor and computer maker has developed a single chip version of its "Explorer" computer, a symbolic processor designed for programming in the LISP computer language favoured by many AI experts.

Artificial intelligence and symbolic processing technologies apply computer-based tools and techniques to represent and manipulate knowledge and concepts, in contrast to traditional numeric computing, which uses numbers and structured data.

Although some large corporations make use of expert systems which mimic human expertise to act as decision support systems, to date artificial intelligence has failed to live up to its promise to revolutionise computing. Instead, most analysts now see AI becoming an adjunct to conventional computing.

This trend has caused problems for makers of specialist AI computers, including Texas. Sales of specialist LISP computers have been very slow over the past two years, says Harvey P. Newquist III, of DM Data, a US market research group.

The high cost of these specialist machines, in the region of \$100,000, has been a major drawback. Sales have also been slowed by a broad switch toward the use of standard workstations and personal computers for both developing and running expert system programs, he notes.

As for Apple, it gains a major new customer from the arrangement. Texas will buy Macintosh systems from Apple, add its LISP circuit board and, resell the machines under a "value added reseller (VAR)" arrangement.

Apple says that Texas will become one of its largest VARs. "From Apple's viewpoint, the microExplorer expands Macintosh's current base of AI applications to more sophisticated users," says John Sculley, Apple's president and chief executive officer.

# Israel steps into mass market for medicines

BY TERRI FINKELSTEIN IN JERUSALEM

TEVA, Israel's leading pharmaceutical company, is to launch at the end of this month a drug which is likely to bring considerable relief to hundreds of thousands of kidney disease sufferers worldwide.

Costing US\$4m, the drug, Osteo-D, was developed over eight years by Teva and the world-famous Weizmann Institute at Rehovot, near Tel Aviv.

Teva says the drug, which recently received Health Ministry clearance for sales on prescription in Israel, is the first mass market medicine to have been developed by the country.

Osteo-D is designed to combat renal osteodystrophy, a common secondary ailment of kidney dialysis patients. Renal osteodystrophy causes bone pain, muscle weakening and the frequent breaking of bones.

Tests have shown that over a period the drug succeeds in reversing the bone defect, which

is caused by calcium deficiency and is particularly serious for children.

All dialysis patients eventually contract the disease, according to Professor Shmuel Edelstein of the Weizmann Institute.

Edelstein is now working on applying the knowledge gained from the development of Osteo-D to the much larger question of bone diseases in general. Results from this research are expected within five years.

Initially, Osteo-D will be available for the estimated 1,400 dialysis patients in Israel. But Teva has its eyes firmly on the large US market, where the drug is undergoing clinical testing with the Food and Drug Administration (FDA).

Drugs such as Osteo-D are treated by the FDA as so-called "orphan" or not-for-profit medicines. In consequence, Teva is hopeful that the usually lengthy testing phase will be foreshortened.

# Air controllers learn from flights of fancy

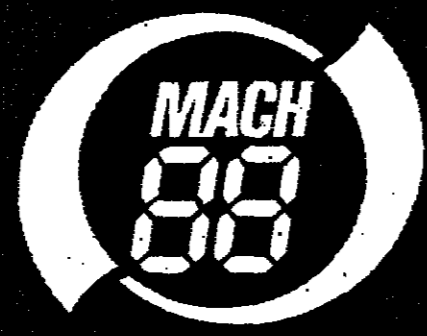
By Geoffrey Charlton

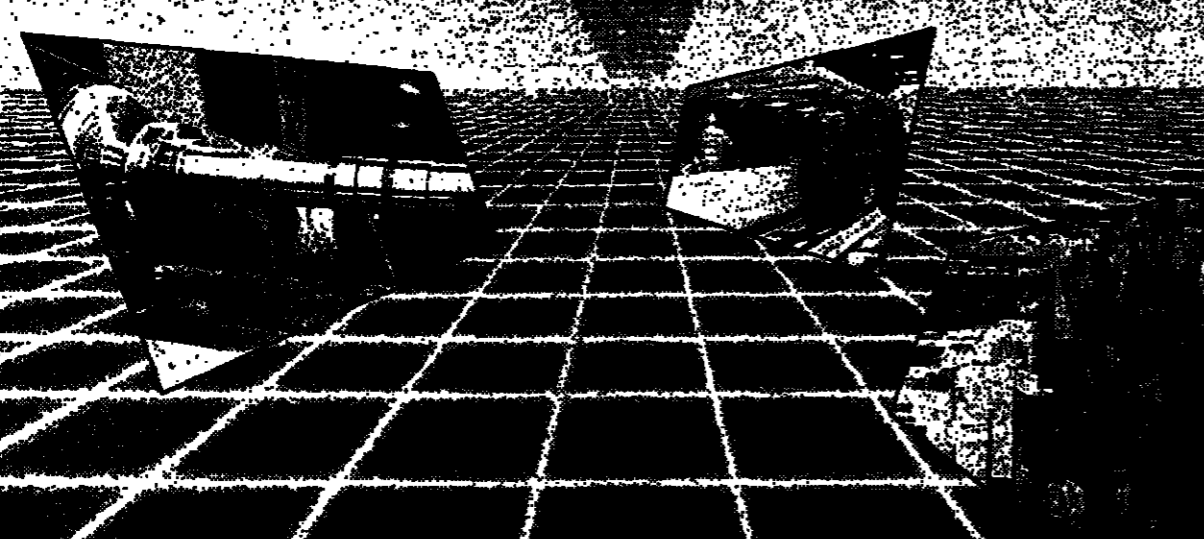
A SIMULATION system for the training of air traffic control officers has been devised by two UK companies, I and S Systems and Management (ISSM) of Herts and Reflex of Maidenhead.

Soon to be installed at Dunsdrige College, in Totnes, Devon, which trains civil and military ATC officers, the system is based on 11 networked VAX 3900 workstations.

These will show simulations of radar displays, while a visual display from Reflex, with a 140-degree field of view, shows the associated airfield. Software for the displays has been written by ISSM.

The Reflex display uses three projectors which together produce a 7.5 metre x 2 metre picture. This simulates the view from an airfield tower, covering about eight miles of air and ground movement.





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IN A JUDGMENT handed down on February 25 1988, the European Court struck down as incompatible with European law restrictive conditions imposed by West German legislation on lawyers from other member states.

The decision rules out similar restrictions in all member states and will greatly facilitate the provision of cross-border legal services throughout the European Community. It will be welcomed by companies that wish to employ their own lawyers in transactions or disputes taking place in another community country; it will be welcomed most by cross-border lawyers wishing to expand their activities beyond national borders; it may not be so welcome to lawyers who fear the competition this will bring.

The decision will be particularly pleasing to those British lawyers who have already expanded their activities to the Continent, without establishing a permanent office there. There is, of course, the invisible barrier, which no court decision can remove, created by the difference between the substantive and procedural law in civil law countries on the one hand, and in common law countries on the other. However, being much larger, law firms in the City of London are in a better position to employ specialists familiar with civil law and its procedures than the, as a rule, much smaller continental law firms are to employ specialists in common law.

Indeed, the Federal Republic's restrictive interpretation of the law of 18 August 1980 — of EEC Directive 77/249 on the freedom to provide cross-border services — can be seen as a defensive measure designed to protect the smaller and less internationalised German law firms against an invasion of foreign lawyers.

The directive provides, in article 5, that member states can impose on the foreign lawyer, representing or defending a client within their jurisdiction, the condition that he will provide his services in co-operation with a local attorney, who is admitted to the court where the action takes place and who is responsible to it.

The German law elaborated this condition as follows: 1. A lawyer from another community country providing services within German jurisdiction must not act without the co-operation of a German attorney, even in such cases where the client can appear in person without being represented by an attorney.

2. A foreign lawyer can appear before a German court or authority only in co-operation with a German lawyer who has been appointed by the client as his defending counsel or holds the client's power of attorney in civil matters.

3. A foreign lawyer may appear in an oral hearing or at the trial only in the presence of a German attorney.

4. A foreign lawyer must show evidence that he is acting in agreement with a German attorney in every single act that he undertakes before a German court or authority. If such evidence is not available at the time when the legal act takes place, this will become invalid.

5. When visiting a prisoner, a foreign lawyer must be accompanied by a German attorney and may correspond with a prisoner only through a German attorney.

6. In the courts where the parties must be represented by an

attorney — regional courts, courts of appeal and the Federal Supreme Court — a foreign lawyer must co-operate with a German attorney admitted to the respective court.

The European Commission thought that this was going too far and took the German Government to court. The European Court found the commission's complaints justified, with two unimportant exceptions concerning contact with prisoners and representation before the Federal Supreme Court.

It held that the obligation to act in agreement and in co-operation with a local lawyer must be interpreted with reference to the purpose of the provision, defined in the preamble of the directive as "the facilitation of the actual provision of cross-border services." It must also be taken into account, said the court, that the Treaty of Rome prohibits all restrictions of the cross-border services since the end of the transitional period many years ago.

Although article 80 of the treaty provides that cross-border services can be provided "under the same conditions and on the same basis as those imposed by that state on its own nationals," the court held that this must be interpreted restrictively so as to comply with the general principles of the treaty. As the freedom to provide cross-border services was a fundamental principle of the treaty, the host country could not impose on the foreign lawyer all the conditions imposed on its own nationals, but only those that were dictated by public interest and were not already met by the conditions imposed on the foreign lawyer in his home country.

The German law provides that, in disputes where representation by an attorney is not required, the party may appear in person or be represented by a layman as long as he does not provide such legal assistance as a business. As the foreign lawyer does provide legal assistance in the course of business, the German Government insisted that he could not appear in such disputes alone, but only in co-operation with a German attorney.

The court rejected this argument. As the exclusion was not dictated by public interest, it could not be extended to the foreign lawyer, who had to be allowed to represent clients alone, without the co-operation of a German attorney, before courts and authorities whenever representation by an attorney was not obligatory.

The commission complained that the German law gave much less weight to the concept of "co-operation and agreement," particularly when requiring evidence of it at every step and when restricting contacts between a foreign lawyer and a prisoner. The German Government defended these restrictions by pointing to the responsibility the German attorney bears towards German courts and to the unfamiliarity of the foreign lawyer with German law and procedure.

The court said the German Government failed to explain what it meant by "responsibility towards the court," adding, somewhat mysteriously, that this responsibility had to be understood with reference to the aim of the directive to facilitate the provision of cross-border services.

As far as unfamiliarity with the foreign legal system was concerned, co-operation with the local lawyer was supposed to compensate for it, said the court. It should be left to the two attorneys to decide what was subject to the professional rules of the host country, to fashion their co-operation in a way appropriate to the instructions received from their client. The national legislation could not impose on the foreign lawyer requirements that were disproportionate to the objectives of such co-operation.

The court described as unnecessary the requirements that a German attorney must be constantly present at oral hearings, that he must be the appointed defence counsel or hold the power of attorney for the client, and that the foreign lawyer must, at every step, show evidence of his agreement with a German attorney.

The court underlined that the possible lack of knowledge of German law was not a defence concerning the responsibility of the attorney to the German court, but of his responsibility towards his client who had the freedom to appoint an attorney of his choice.

German attorneys can appear only before the court to which they are admitted and, under the German interpretation of the directive, only locally admitted attorneys could provide the necessary co-operation with foreign lawyers. The court said that the territorial restriction was clearly designed for lawyers permanently established in Germany. It was pointless to apply it to foreign lawyers appearing only occasionally. However, it was justified to require that in cases before the Federal Supreme Court the foreign lawyer should co-operate with a German attorney admitted to that court.

Also the restrictions on contact with prisoners were justified by reasons of security, but the court or authority in charge of the prisoner should be able to make exceptions required by circumstance.

Businessmen will find this decision of the European Court reasonable. Lawyers will think it very bold. It far exceeds any entitlement enough to make use of it and appear in the High Court, the Court of Appeal and the House of Lords, they will drive a coach and horses through the rules of the Bar and of the Law Society which certainly open up the lawyers' world.

Tomorrow, Professor John Fleming, of Cambridge and Berkeley, will write about the possibility of improving access to the lawyers' world by the introduction of contingent fees.

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Figures officially established by Maître Robert de Valck, Court Official in Brussels March 7, 1988

Brussels, 8th March 1988

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European Business Newspaper

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British Museum/Susan Moore

Suleyman: epitome of opulent Ottoman art

Suleyman the Magnificent would make a perfect subject for an opera. (Susmayr obviously thought so.) One can imagine a scenario: the opulent and exotic 16th century Ottoman court, an omnipotent conqueror whose passion for a beautiful Russian slave concubine compels him to force her and marry her, then to succumb to her scheming by putting to death his innocent eldest son. Suleyman's awesome if romanticised reputation in the West proved a tactical asset during his lifetime (1494-1566), but it also belied a much deeper misperception of Ottoman culture that persisted well into this century. International attention was first drawn to the unsung glories of Ottoman art in a seminal exhibition organised by the Council of Europe in Istanbul in 1983. (No major collections exist outside Istanbul or the Kremlin apart from the British Museum's knick-knacks, the finest group in the West.)

and feared monarch in Europe. As to his personal accomplishments, few of his peers could rival his poetry and patronage of the arts, or match his devotion to his wife and lack of interest - so we are assured - in wine or boys. Poor King Hal! Even his authorship of *Gremeshev's* is disputed. Suleyman's conquests and diplomacy proved less profitable as a source of loot than as a stimulus for tribute and the trade in luxury goods - whether Augsburg clocks, Chinese porcelain, Indian gems or Muscovy ivory and furs. Raw materials and skilled craftsmen - attracted and conscripted to the Ottoman court - were both in rich supply in the vast and various palace workshops. Under Suleyman Ottoman art flourished as never before, distinguished for its brilliance, virtuosity and eclecticism. Pottery has rarely conferred on a monarch a more appropriate sobriquet. (To his contemporaries he was the Lawgiver.) Everything about Suleyman was magnificent, not least his appearance. Oddly enough, one of the most vivid images in the exhibition is a monochrome woodcut running across nine sheets that portrays Suleyman riding in procession to the Friday prayer. This 16 foot image suggests the scale and lavishing of even the most regular court ceremonial. The entourage, a cast of thousands, comprises all manner of grooms and pages, foot and mounted soldiers, and led horses richly caparisoned and studded with jewels. Little wonder that Suleyman succeeded in inspiring awe in his subjects and terror in his enemies (in old age he even powdered his face with red pepper to appear more ferocious). The regalia, textiles and armour on show come to life when seen through the eyes of this anonymous Venetian witness.

More appealing than the rather clumsy regalia are the exquisitely crafted swords and daggers. Suleyman's sword, of unparalleled complexity in Ottoman and Safavid art, incorporates belling phoenix and dragons around lotus scrolls. Jewellery is limited to tulip-shaped turban ornaments and archers' thumb rings which, we are cheerily informed, were possibly also used for tightening executioners' handkerchiefs. Illumination is the revelation of the show. It seems that, unlike painting, the indigenous Ottoman style of illumination remained unaffected by the influences of imported craftsmen or craftsmanships and surprisingly did not directly inspire other art forms. Most unusual and beautiful of the folios is one of Suleyman's poems (his pen name means "the affectionate one"). Dazzling panels of delicate and stylized garden flowers in gold and polychrome are introduced between the verses, the broad margins held gold and silver leaf scrolls and floral sprays. The 18th century proved an Augustan age for Ottoman poetry, even if Ottoman Turkish is less refined than Persian verse. Ottoman painting reveals the influence of Herat and Tabriz court style, and an increasing interest in portraiture and topography. These highly decorative illustrations are fascinating historical accounts of Suleyman's campaigns and conquests, a feast of information on contemporary architecture and fortifications, costume and warfare. The Ottoman craftsman's desire to cover every surface with intricate decoration seems far less successful when applied to three dimensions. The propensity to entrust metalwork, jade, and hardstone vessels with gold tracery and precious stones seems to me a sparse case of gilding the lily.



Suleyman riding in procession to the Friday prayer: detail from an anonymous Venetian woodcut in nine sheets



Iain Glenn and Felicity Kendal Hapgood/Aldwych

Michael Coveney

Tom Stoppard's new play, his first since *The Real Thing* six years ago, opens in the changing area of a swimming pool in the Commercial Road, East London. British Intelligence agents are running to ground, or in this case water, classified information and a Russian spy, a black CIA man is shaving. Doors slam, funny discs in brief cases are passed around, signals given by towels and on a network of radio beeps. Felicity Kendal steps fully clothed from the shower.

This is Hapgood, codenamed "Mother", who runs a counter-espionage operation from Hall Moor Street in Mayfair attended by Nigel Hawthorne as Blair, a smooth conciliator to whom things must be explained. Much explaining is done to him by a Russian nuclear physicist, Kerrier (Roger Rees), who has defected to the West not so much in search of asylum as in search of an IBM 195. His research in Geneva has become clouded by a cold, war bluff of traded secrets. He was once interrogated by Hapgood who made her one big mistake by falling in love and having a child by him. Mother is a woman, this son is the one secret not so far placed on the international table. Hapgood goes to watch him play rugby in a remote private school.

Nobody apart from this child, is quite what he or she seems. Conversation is a labyrinth of lies and alibis, the strategic short-range weaponry of deceit that we all recognise. But the images and metaphors are from spy fiction, with special emphasis on doubles and twins, safe houses and sleepers, stooges and "Joos," meat and chickenfeed. Kerner from Königsburg, the home town of Kant, builds one of Stoppard's greatest shimmering pyramids of linguistic logic in trying to explain (to Blair, naturally) the mystery of double agents in terms of quantum mechanics. My mathematics were sufficient merely to scrape two maths O-levels (admittedly one of them "Additional"). The point is that Stoppard corrals a foreign language and applies it to physical action, just as he did with linguistic philosophy in *Jumpers*. The atomic theory of particles is used to suggest you can't tell which twin is the phoney. Waves of light become particles when looked at closely. The act of observing determines the reality. The theory is illustrated in a dazzling second act which is wound up by the abduction of the child as a pawn in what Hapgood herself describes as a boardgame (though she plays chess without a board). Young Ridley, a street bruiser who seems to be double-crossing on both sides, awfully playing a striking new corner, Iain Glen, is taken for a ride by Hapgood's double, a common model, just as the CIA man (Al Matthews) receives a triangulation when the beams cross in the office. As usual, Stoppard manages to get the best of the confusion of identity are resolved in a seamless, climactic triple-headed narrative. Miss Kendal returns to the London stage, beautiful as ever and in radiant form, her brilliant projection, a series of smart toughness crumpling under pressure from the material instinct. As far as her son is concerned, her work telephone number is an official secret. When he loses a rugby boot (Stoppard, as usual, manages to get the boot in), she decodes a grid he dictates to her fussy PA (Roger Garland). The love affair with the man she first interrogated is threaded skilfully through the play, although Roger Rees misses a paterfamilial emotional pang: two where the text has created the chance. But he delivers two great analytical speeches with technical precision and eclat and is good at mixing technical jargon with exploratory delight in a petulant emotional pang: "I'm blown! Well I'll be blown!". Peter Wood's production is generally well acted and better organised than was *The Real Thing* although Carl Tom's design is again over-elaborate in its use of street map projections, flying trucks and scenery. The lighting by David Hershey is full of waves, particle patterns and, who knows, the original atomic photo-electric effect.

The Last Supper/Royal Court

Michael Coveney

The new Howard Barker play at the Royal Court is one of its infuriatingly talented author's most interesting. And most disturbing. It subverts the Easter parade of pieties and mythologies, but only to question the relationship between a messiah and his followers. Only a bigot or a fanatic could consider *The Last Supper* blasphemous.

In fact, there is something movingly religious about it. Endless war is being fought somewhere in Europe. A guru summons his disciples to a farewell dinner for which a dog has been skinned. They include a prostitute, a scholar, a salesman and a disillusioned nurse who bares her breasts at departing trainloads of soldiers.

Their pre-prandial discussion is broken-up by a series of Brechtian parables, in which three comic soldiers ("We kill nobody, we come across a disarming peasant woman, a blind violinist raving a nun, an impetuous, flagellating monk. The guru's philosophy, or religion, has not percolated downwards. It has been appropriated in the cause of bestiality and corruption. One thinks of Trotsky's very remark of how Lenin's disciples were true to their master in the little things but not in the big. Barker's prologue declares that his play contains no information. His message is the strongly-held conviction that the strongly-held conviction is never properly enunciated. He is afraid not of death but of being revealed.

Fame on a large scale and aphorisms of dubious wisdom ("Fol-

Gubaydulina/Festival Hall

David Murray

By Tuesday, fortunately, Genady Rozhdestvensky's health was sufficiently restored for him to conduct Sofia Gubaydulina's recent symphony ("Simm... perstannem...") as he did at the 1986 premiere in Berlin. The orchestra here was the BBC Symphony; the programme continued fairly evenly with Schumann's piano concerto (Victoria Paskova soloist) and an immensely admired Elgar transcription of Bach's organ Fantasy and Fugue in C minor.

With swollen percussion and harp glissandi, this latter curio wasn't even funny. Neither was Miss Postnikova, but she was at least interesting. Her air of grave concentration, somewhat compromised by a continual spatter of finger-slips, was reinforced by deadly tendril-like, or perhaps, treated as strictly private meditations, ppp (recalling Henze's mythical soprano who reached such ethereal heights that she disappeared from human perception altogether). There were insightful flashes, or perhaps elusive flickers, of the kind we treasure from the young Postnikova of old Rozhdestvensky, a loyal husband, somehow made the score fit around those peculiar piano-fragments.

"Changeling" for NT The National Theatre is to stage Middleton and Rowley's revenge tragedy *The Changeling*, directed by Richard Eyre, and starring Miranda Richardson in her first NT role. It will open at the Lyttelton on June 22.

Identity Unknown/Swan, Worcester

B.A. Young

Despite the useful unlikelihoods that keep his mystery mysterious, Euan Smith has written a really ingenious thriller. The production at the Swan Theatre, Worcester, directed by himself and Chris White, begins with a still scene showing a man dead on the floor of a provincial police station, but the mystery is not "who did it?" but "who is he?" for we do not meet him again for quite a time.

The real mystery is different. In that police station, Detective Sergeant Cutler is dealing with a report that a young woman has been run over on the railway. He has such a description as can be made of a body hit at 80 miles an hour, and such of her possessions as have been found by the line. He is joined by the ill-tempered Detective-Inspector Paterson, whose family life is falling apart, who has not heard from his student daughter Emma in London for weeks. This might have been her death, but how to find out?

He visits her college in London and quarrels angrily with her tutor, Nigel Binn, and a fellow-student, Debbie. Debbie says that Emma was going about by herself studying charitable works. Binn, however, says that she was a hostess at a club, living with the manager. On to the club, where Paterson takes a punch at the manager but is naturally beaten up by him and his bouncer. They rob him and dump him outside in the street, foolishly leaving him with his ID card. Angie and Georgie, the current hostesses, rescue him and offer him a night's shelter.

Angie says that Emma was spending time with a blind down-and-out called Charlie. Armed with this minimal information, Paterson seeks out the down-and-outs by way of a soup-kitchen, and indeed finds Charlie, but Charlie dies before he can give the vital information now needed. This was our opening scene - Charlie dead.

Arts guide

Exhibitions

PARIS

Grand Palais, Zurbaren. From New York, an exhibition of 72 paintings retraces the artistic development of one of the great masters of the Spanish Golden Age. Influenced at first by Caravaggio's chiaroscuro technique, Francisco Zurbarán progressively abandons the strongly-contrasted rich colours for a softer palette with near monochromes. Reversing the perspective, using geometrical composition settings and shunning everything superficial, the mystical painter of the counter-reformation seems to be a precursor of cubism. (42500624). Ends April.

of his paintings and a dozen of his drawings from national and private collections. By hanging landscapes and still lifes by Monet, Anquetin, Renoir, Toulouse-Lautrec and Signac next to Van Gogh's work, the exhibition brings out their influence on the transformation of the Dutch artist's traditionally sombre colours into a soft impressionist palette underlined by contrasts of blues and orange, reds and greens. Yet in spite of the revelation of his affinities with Impressionism and post-Impressionism, Van Gogh used both the techniques in his search for his own, profoundly personal art expressed most dramatically in the series of his self-portraits. (45 49 46 14). Closed Mon. Ends May 15.

Centre Georges Pompidou, Le Derring Picasso 1968-1972. By placing the last twenty years of Picasso's work in the context of contemporary art, the 51 paintings, 24 drawings and 70 engravings exhibited permit a fresh approach to the controversy caused by contradictory judgements on the ageing painter's feverish creativity. Besides a first by representing Delacroix, Velasquez, Manet and David, his fantasies and obsessions turned to the painter and his model, and finally to the basic themes of the archetypal woman, the couple, the man. (22 77 12 30). Closed Tue. Ends May 15.

Petit Palais, Winterhalter and European Courts from 1820-1820. A retrospective of the painter of graceful feminine beauty around the thrones of France, England and Belgium. (45 56 12 70). Closed Mon. Ends May 7.

Italy, Villa Medici (French Academy). A Certain Robert Delaunay. Photographs spanning the 40 year career of Delaunay, from his touching and evocative Paris street-scenes of the immediate post-war years to a series of portraits of well-known writers and artists. Tender but unromantic in the images of children and lovers among the rubble of the bombed city, Delaunay is illuminating, humorous, and unimpaired in his portraits. Picasso in 1952, sitting with played hands on the luncheon table, but with bread-rolls where the fingers should have been. Prevent posed carefully in front of the shop windows, so that the O is covered. Colette with an enormous collection of paperweights, and Julien Green, de Beauvoir, Sherman, Dubuffet and Giacometti. Ends April 2.

London, Tate Gallery, Douglas Cooper - The Masters of Cubism. A small but choice selection of 81 works on paper. Douglas Cooper's collection of cubist art of all kinds but principally of the work of the great quartet of Picasso, Braque, Gris and Léger. Ends April 4.

London, Tate Gallery, Young Turner: Early Work 1801-1805. The latest in the continuing series of small temporary exhibitions in the Clore Gallery devoted to the many aspects of the vast number of water-colours and drawings in the Turner bequest. This display covers the crucial 12 years, or so from the mid-1790s which saw Turner mature with confidence from competent conventional topographicalist to a virtuoso of the medium of water colour of astonishing breadth, freedom and originality. Ends March 20.

Tate Gallery, David Bomber - A full retrospective of one of the most distinguished British painters of the century, yet one whose secret critical success came only after his death in 1917, at the age of 68. As a young man in London before the First World War, Bomber was associated with the Vorticist movement, of the first importance and original.

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SWITZERLAND Geneva, Alberto Giacometti drawings and rare prints. Galerie Jacques Baudouin, 7 Rue de l'Horloge-de-Ville. (21 61 56). Ends March 20.

NEW YORK Metropolitan Museum of Art. Every phase of Praxiteles' art is included in this, the first comprehensive exhibition of his works that captures Praxiteles in the last decades of the

ancient regime. With 90 paintings and 120 drawings, the show comes from the Louvre with its studies of contemporaries in theatrical costumes as well as paintings like *The Piles at St. Cloud* and *The Jewish Bank*. Ends May 8.

WASHINGTON National Gallery, The human figure in early Greek art: is the subject of 37 sculptures and related objects starting in the 6th and 5th centuries BC with altitudinal black figures and ending with the naturalism perfected in the 5th century BC. Ends June 12.

TOKYO National Museum, Ueno. Preliminary Paintings for Edo Castle. Recently discovered watercolours and working drawings by artists of the Edo School for a remodeling in the 1830s or 1840s of the shogun's castle, where beautiful paintings decorated the sliding paper doors and ceilings. The traditional landscape flow effortlessly from panel to panel, with an abundance of seasonal flowers, birds and animals. Of particular interest are the sketches for the Pine Corridor, setting for one of the more violent incidents in Japanese history. Conveyed in countless plays, films and soap operas, but here revealed for the first time as an idyllic riverside scene replete with swarming birds, fish, the chattering of a baby dragon, japping with a length of blue ribbon like a playful puppy was not used to adorn the walls of a nursery. Ends March 22.

Japan Folkcraft Museum (Nihon-Minshukan, Koyasu), Prints by Amakusa Sakie, poetry by Kawada Kanjuro. A special exhibition featuring works by two of the leading Japanese artists of the 20th century. Amakusa's prints are dynamic and

verging (possibly because he was near-sighted) from his youth on to the 1930s. His distinctive style favours brightly coloured panels. Don't miss the superb standing collection of crafts from all over Japan, housed in a charming farmhouse building which is in perfect harmony with the self-conscious beauty of the objects. Ends March 22.

WEST GERMANY Berlin, Martin-Gropius Bau, Joseph Bayes (1827-1896). This is the first complete show of Bayes' works ever presented in Berlin. There are about 150 room-panels and objects and about 400 paintings from the end of the 20s to the end of the 60s based on a cycle, *The Secret Block* for a Secret Party in Ireland. The sculptures are an echo of real life and the artist's memorie. Bayes was a political radical, who attracted plenty of hostility. This exhibition has been criticised for not showing this aspect. Strassenstrasse 118. Ends May 1.

NETHERLANDS Amsterdam, Stedelijk Museum. An explosion of colour and exuberance fills ten of the museum galleries in the Frank Stalla retrospective of paintings and reliefs from 1970-1987. Ends April 10.

Amsterdam, Rijksmuseum. A selection of 80 Dutch drawings from the 17th century, bought by Ackermans for £297,000, way above the cautious £90,000 top estimate, and another sporting picture, by John Frederick Herring Sr, showing the finish of the Doncaster Gold Cup in 1836, just made its estimate at £165,000.

The London dealer Agnew was acquiring Constables, paying £132,000 (estimate £20,000-£50,000)

Saleroom/Antony Thorncroft

Saved by the ark

If anyone wanted proof that the ark market has come fairly unscathed out of the stock exchange crash, (at least in the short term), it was provided by Sotheby's auction of British pictures yesterday, which totalled £2,495,120 with a 7.2 per cent increase on the previous year.

The last sale in this sector, in November, had its problems, but this time dealers were out in force and all the top paintings were selling comfortably above forecast, not least the star lot, "The Assuaging of the waters" by John Martin, which was bought by the New York dealer Richard Feagin for \$495,000.

This large canvas is reckoned to be a masterpiece of English romantic art, depicting as it does the Flood starting to wane with the Ark on the skyline, a tiny glimmer of hope for mankind. It was painted in 1839 for the Duchesse of Sutherland and was sold yesterday by the General Assembly of the Church of Scotland, its companion piece, "Eve of the Deluge," is at Buckingham Palace.

A typical Stubbs-painting of a bay hunter was bought by Ackermans for £297,000, way above the cautious £90,000 top estimate, and another sporting picture, by John Frederick Herring Sr, showing the finish of the Doncaster Gold Cup in 1836, just made its estimate at £165,000. The London dealer Agnew was acquiring Constables, paying £132,000 (estimate £20,000-£50,000)

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Thursday March 10 1988

Shift to the middle ground

SUPER TUESDAY did not quite live up to its advance notices as the grim reaper of American presidential politics. But it did suggest, with some qualifications, that the presidential election in November will be fought out between two candidates who approach the battle from the middle ground. Not since Mr Carter edged out Mr Ford in 1976, a year when the country was, as now, in one of its less certain moods, has this been the case.

Two assumptions, however, need to be made. The first is that Vice President George Bush really is an establishment Republican, the soft evidence for which lies more in his breeding and background than in his record in his current and previous offices. Indeed his success in Tuesday's election was much to the residual popularity of President Reagan, who is not a moderate, than to any policy positions or personal qualities of his own. Mr Bush is the quintessence of personal devotion to public service, an admirable abstract quality but one which tends to leave questions unanswered.

Conspicuous neutrality

Equally, for the Republicans, it should be a relief that the doctrinaire social and economic arguments of Mr Pat Robertson and Congressman Jack Kemp have flattered only to deceive, for Mr Robertson, in particular, constituted an unacceptable face of conservatism. Mr Reagan's conspicuous neutrality in the Republican race, which has left Mr Bush with the most legitimate claim to inheritance, seems to have drawn the right's fangs.

Man of the left

But, in policy terms, Mr Jackson is of the left of the Democratic Party, and on Super Tuesday better aggregate, if not individual, results were achieved by Governor Michael Dukakis and Senator Albert Gore, very much men of the middle. Both have a long way to go, but without the intervention of a current non-candidate, the nomination fight could be between them.

The case against health insurance

TWO QUITE different recipes for reform of the National Health Service are being advocated. The "hard right" argument is that the only way to introduce real choice is to move towards some kind of health insurance. Individuals should be allowed to contract out of the state system and choose how much of their own cash to spend on health care. Then, they claim, the Government would no longer have to decide, arbitrarily, how much of the nation's resources to devote to health.

In reality, nobody would be able to opt out of the NHS entirely because private medicine does not offer anything like a full range of services. At present, as a recent GPs paper admitted, it covers only about 20 to 30 classic items of care, such as hernias and varicose veins. Around 89 per cent of advanced medicine is carried out in NHS hospitals. In old age or before - if anything serious happened to them - those contracting out would be back demanding health care as of right from the state. Schemes allowing relatively affluent, working-age people to opt out of the NHS only for a limited list of straightforward operations could, in principle, be devised. But the cash rebates would be small relative to the administrative costs involved.

Passive mechanism

Moreover, the gains in terms of quality of health care would be non-existent and possibly negative. UK private health insurance is a passive mechanism for meeting the bills presented by insured people. A system which pits individual consumers of care against professional suppliers, with third parties picking up the tab, is inherently flawed. As Professor Alain Enthoven, the Californian health economist, argues: "Such a market does not work. It cannot produce efficiency and equity." Indeed, even the much-vaunted health maintenance organisations operating within the US insurance system are finding they cannot control costs adequately, despite insisting on pre-payment for health care.

Cross-subsidies

The main source of existing cross-subsidies is the different health care requirements of different age groups. People of working age on average cost the hospital and community health services only about £100 a year. Those over 75 cost nearly £1,000 a year. The people who use the service most heavily thus pay nothing towards it, while those groups that are rarely in hospital cover their own costs by a factor of three or four. Among people of

Bridget Bloom looks at the controversy over UK forestry policy

Unlovely as a tree

BRITAIN'S forestry policy is under attack as never before. The National Audit Office, the independent auditor of government accounts, and the Public Accounts Committee, parliament's all-party spending monitor, have each produced sober but quite damning reports castigating the state-owned Forestry Commission for the poor returns from its grant-aided operations. Over the past year, all Britain's major conservation bodies have called for a policy review. And there is a rising public outcry against tax incentives for conifer planting which are of special benefit to the very rich.

In its steel and glass headquarters in Edinburgh, the Forestry Commission seems defensive - perhaps reflecting the unpopularity of its political masters. Forestry does not have the moment, will give interviews on forestry questions. Conservationists suggest this reticence may be because Mr Nigel Lawson, the Chancellor, intends to change the tax incentives for forestry in the Budget next week, but most observers are sceptical.

The so-called Flow Country of Caithness and Sutherland, in the far north of Scotland, is the latest, and one of the biggest, targets of the conservationists. Dr David Bellamy, the naturalist, presented a television film last month which depicted extensive planting of conifers in this area. "Total vandalism" was his description, as the cameras showed tank-like ploughs carving their way through peat and bog to clear the way for sika spruce and larch pine.

Such opposition is far from new. What is striking about the present controversy is the remarkable unanimity, outside the Forestry Commission and the forestry industry, that reform is needed. The Government too, has recognised for more than a year that developments in farming, stemming from the gross over-production of recent years, make the conservationist case compelling. Critics of forestry policy fall under three main heads.

1. The National Audit Office and the Public Accounts Committee question the economic viability of much state-run forestry. They charge the Forestry Commission with failing to meet the (low) rates of return set for it, criticise the high cost of creating jobs in forestry and wonder whether it would not be cheaper for Britain to rely more on low-cost imports for its timber.

2. Government quangos like the Nature Conservancy Council and the Countryside Commission are joined by independent bodies like the Council for the Protection of Rural England (CPRE) in criticising the environmental impact of much forestry. The conservancy council, for example, describes the 66,000 hectares (160,000 acres) so far planted in the Flow Country as "the most massive single loss of important wildlife habitat in Britain since the Second World War."

3. There are criticisms of the incentives offered to private investors to plant on poor, but environmentally sensitive land, and of the poor planning and consultation procedures which accompany much planting.

Forestry is a difficult area in which to devise financial regulations, as the Government, the NAO and PAC all acknowledge. The CPRE, for example, notes that the average expected return on an investment is 2.55 per cent, while in the poorer areas, including northern Scotland, where most new planting is taking place, it is "only 1.25 per cent or lower."

The NAO report shows that while it is difficult to estimate the rate of return with accuracy (the Forestry Commission's accounting conventions effectively write off sunk costs every five years) the average expected return on an investment is 2.55 per cent, while in the poorer areas, including northern Scotland, where most new planting is taking place, it is "only 1.25 per cent or lower."



A 1972 Treasury forestry review cast doubt on the cost of creating jobs in forestry, a finding endorsed by the NAO and the subsequent PAC report, which says one job in forestry can cost as much as £50,000 - very much more than one in tourism.

As for the incentives to private investors, who today are planting four times as many trees as the Forestry Commission, the NAO notes that it has "some doubts about the national economic benefits" derived from government support. This it estimates at £10m a year in tax incentives and £16m in services and grants from the Forestry Commission. Government grants to the Commission's own operations, including research, amount to some £27m. The particular advantage of the incentives to high-rate taxpayers is that the costs of establishing new plantations can be set against income tax liability from other sources, while capital gains tax can be avoided if the plantation is sold.

The onslaught on forestry policy has provoked a fierce reaction from the industry. Growers, processors, estate owners and planting companies formed the Forestry Industry Committee of Great Britain early last year to better express their views. It prefers to steer clear of environmental controversies, resting its case on the economic and strategic importance to Britain of an integrated, domestically supplied forestry industry. It believes that timber growth at home should, by the turn of the century, fulfil some 18 per cent of the country's £4.5bn annual timber needs, compared to some 14 per cent today.

From its low point in the early 1980s, the

domestic paper and board industry is now expanding, partly, it is claimed, as a result of the availability of timber from maturing post-war forests. Two big new plants, both involving Finnish capital, will help raise new investment in the industry by some £500m. Although employment is not expected to increase markedly from the present total of 43,000 and Britain will stay a relatively small producer by international standards, the industry claims that it will be able to compete aggressively against imports in sectors where quality, technological innovation and closeness to markets give it an advantage. So the industry wants forestry policy left as it is, maintaining, for example, that the tax incentives offered are little more advantageous than similar packages elsewhere in Europe.

The reforms canvassed by the other interested parties vary, depending on their perspectives. Most radical is the CPRE, which would abolish the tax "loophole" and rewrite the incentives to make them more applicable to local farmers, crofters or estate owners who might, for example, plant more broad-leaved woodland or be ready than the rich absentee owners of forests to leave areas like the Flow Country for tourism. The CPRE would also encourage private sector investment in areas where the returns would be better, so fitting in with the Government's intention of encouraging planting in the interests of taking land out of agricultural production. It would also introduce planning controls on forestry.

The NCC would like to see an end to the planting of conifers in Caithness and Sutherland, while the Countryside Commission suggests the establishment of a big new "amenity" forest of mixed woodland in the English Midlands - a sort of latter-day Sherwood Forest.

Where all the bodies opposed to current policies seem to come together is in their criticism of planning and consultation procedures, and their desire for much greater transparency in the control of forest operations. All believe that there are plenty of opportunities for new planting, albeit with better controls.

The Convention of Scottish Local Authorities is probably the most conservative of the bodies advocating reform. In a report published last year, it noted that while it was politically unrealistic to advocate planning controls, long-term strategic planning for forestry was essential, as was a much more open, less secretive, consultation process to involve all interested parties.

Mr Gwyn Francis, director general of the Forestry Commission, describes the Scottish report as constructive, and admits it might be helpful if there were an "indicative" plan for forestry. He makes the point - acknowledged by most reformers - that although more open, less secretive, consultation procedures are quite laudable, it is not the campaign to save the Flow Country, for example, is barely three years old, yet some planting began there in the 1920s; the commission itself has paid much more attention to environmental issues in the last decade.

Yet one has a sense that the commission, fashioned for another age, finds it very difficult to adapt to a world where the values of the past - including the economic and strategic importance of forestry - are questioned. These tendencies may well have been reinforced by the commission's lack of a single political master. While the Scottish Office is formally responsible for the commission's operations and the Agriculture Ministry in London, the Welsh Office and the Environment Department all have forestry interests.

When disagreements occur over policy - as they did last year when a think tank report from the Environment Department recommended privatisation of the commission's operations and the strengthening of its remaining regulatory powers over the private sector - inactivity appears to result. That report was shelved, but the problems, and the campaign for change, remain.

All smiles at the BBC

It certainly wasn't money that tempted Paul Fox to return to the BBC from Yorkshire Television, and it certainly wasn't the chance to run current affairs because that is the responsibility of John Birt, the deputy director general.

If anything it was that at 63 he was missing the family atmosphere. Although that has changed since Fox left the storm clouds appeared to have lifted yesterday. Everyone was saying nice things. Birt called him a "battleship of a man", influential in his own thinking even to the point that it had been Fox's suggestion to fix BBC's Newnight at a regular 10.30pm slot.

During his earlier career at the BBC he established Sportsnight, the forerunner of Sportsworld, but he had no hesitation at Yorkshire Television in cutting out sport if it didn't bring in the viewers. That is why he dropped the Sunday afternoon football match and why he once chose to show a John Wayne film instead of an FA Cup replay, a decision which was vindicated by the ratings.

For the rest, he is a thoroughly conservative choice who believes in public service broadcasting and the maintenance of the present duopoly. He sees the introduction of a fifth channel as a threat to the system.

Budapest gloom

Miklos Goss must be unique among Prime Ministers in looking forward to a period of rising unemployment. The Hungarian leader told a group of visiting journalists from east and west in Budapest this week that he hoped it would soon be one of his problems, but it isn't yet. The number out of work is barely more than 10,000. Only when it starts to go up will there be evidence that the economic restructuring is beginning to take effect, he said.

OBSERVER

Budapest retains sufficient superficial gloss to impress anyone who has not been there before, but it has become a sorry place for those who have been visiting it over the years. Stagnation is everywhere in the political system. János Kadar, the General Secretary who has done the state much service, refuses to go now that he is too old for the job, and in the economy which declines to grow despite efforts to introduce market-oriented reforms.

None of the latter, according to the reformers, ever went far enough and now the country is almost too weak to try to go further.

Margaret Thatcher is a great loss to the East. Her coming to London in two months' time to see her. What he wants - and deserves to get - is support in strengthening Hungary's relations with the European Community. In conversation he leaves no doubt that he is a radical reformer at heart; it is just that the circumstances are adverse. There is not much sign of his receiving help from the other end of the continent.

Call my horse

Car telephones nowadays, it seems, are two a penny. Colin Sanders, the leisure park owner and up-market caravan man, has gone further and installed one on his horse.

When he goes hunting there is a flask on one side of the saddle and the telephone on the other. He says he tells few people the number, but finds it useful to make outgoing calls.

Japan's new man

After all the nice things that Japan's amiable ambassador to the UK, Toshio Yamazaki, has begun saying about the country's

excessive secrecy that surrounds government policy. So when the Prime Minister writes, in effect, that anything that could be said can be said simply one suspects a hankering after the slogan world of Animal Farm. Plain, intelligible language ought to begin at the top; it does not.

Digging deeper

The Roman amphitheatre discovery next to the Guildhall is growing more exciting by the day. The team of archaeologists from the Museum of London has exposed the timber remains of either a living wall or a drain at the perimeter of the arena. The wooden bits are covered in plaster chalking to preserve them.

The team is still searching for evidence of any gladiatorial involvement in the arena. So far nothing exists to determine whether gladiators fought in Britain as they did in the Colosseum in Rome.

"We would make a big splash about it if we found anything like that," said team leader Nick Bateman yesterday. He is working under less pressure than before. The end of March deadline to complete the dig has been extended indefinitely until the Corporation of London, which is to develop the site, decides whether any of the discovery can be preserved.

Such a possibility is beginning to look more likely given the public interest. The team is planning to start digging underneath the Guildhall in April to expose even more of the arena.

The sad development is the disappearance of the peephole in the screen. It has been replaced by an enclosed platform, which, while giving a greatly improved view and some information about the site, is not nearly as voyeuristic as the peephole.

Hungarian joke

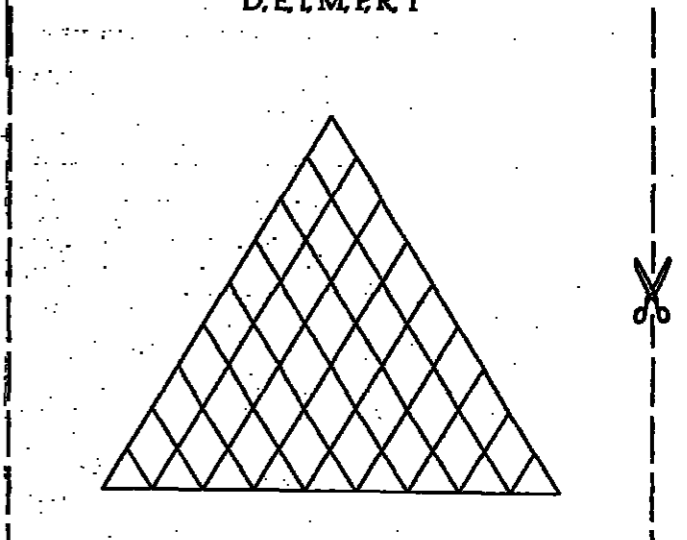
What does a Romanian cat carry in its mouth? A rattling card for a mouse.

Maxwell A Portrait of Power By Peter Thompson & Anthony Delano Barrow £12.95
Maxwell The Outsider By Tom Bower Barrow £12.95
Maxwell By Joe Haines Macdonald £12.95

IT HAS BECOME a cliché to say that Robert Maxwell, saviour of ailing football clubs, doomed printing businesses and overstuffed national newspapers, is larger than life in every respect. The number of hours in the day he can work, the balls he can keep in the air at once, the languages he can speak, the millions he can earn and the dinners he can eat are deservedly legendary. It is hardly surprising, then, that one biography is not enough for a man who was "perpetually hungry" as a child in the village of Solovitz in what was then part of Czechoslovakia, and now is said to be the eighth richest person in Britain worth an estimated £700m.

Pyramid

Using all the following letters only fill in the pyramid so each horizontal line forms a word. Each word formed must consist of the same letters as the word above it in any order, plus one additional letter.



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ECONOMIC VIEWPOINT: By Samuel Brittan

# The economic costs of Mrs Thatcher

NEAR the end of last week's Viewpoint, I wrote: "Every time that Mrs Thatcher denies that there is a sterling link to the D-Mark or that there is an exchange rate target, there is an addition both to the probable unemployment rate and to the probable inflation rate." Little did I know how soon events were to provide an illustration.

Although I do not like agreeing with industrial pressure groups, I am afraid that Sir David Nicholson, president of the Confederation of British Industry, had it spot on yesterday when he said that the decision to let sterling soar against the D-Mark presented a serious threat to British industry. Sir David's only task is to address his remarks to the Chancellor, when it is so obvious that the latter has been publicly and casually over-ruled by the Prime Minister.

But on the substance: can you think of any other decision which simultaneously adds to the difficulties of British exporters and businesses competing with imports, yet lowers the defences against inflationary pay rises?

The uncontrolled appreciation of sterling above the D-Mark ceiling will raise prices or reduce profit margins of British products subject to international competition in the here and now. Although I am not a balance of payments fetishist, this seems a peculiar thing for such a slap in the face.

Yet, at the same time, the prevailing belief that sterling's medium-term course against non-dollar currencies is downwards is likely to be reinforced by the way the so-called authorities have reacted to market movements at the first hint of a rise in the pound.

If I were an employer or trade unionist, I would be even more cynical than before about any assurances that the authorities will not countenance devaluation to bail out inflationary pay claims.

A *de facto* exchange rate target that did not form part of a medium-term strategy, such as EMS membership, was always highly vulnerable (inter alia to Prime Ministerial sniping) and was ineffective in influencing longer term expectations.

The decision to uncap sterling was taken on Friday afternoon by three people, the Prime Minister, the Governor of the Bank of

England and the Chancellor. We did not know the position of Nigel Lawson took on Friday afternoon. But we do know he was the main author and supporter of the D-Mark link. For instance, he said on December 8: "Keeping the pound in line with the D-Mark is likely to be, over the medium term, a pretty good anti-inflationary discipline."

We also know the Prime Minister's thinking. She has persistently repudiated any idea of an exchange rate target inside or outside the EMS, as inhibiting her freedom of manoeuvre. In an interview with the Financial Times on November 23, she denied repeatedly that there was an exchange rate objective of any kind.

We also know that she disliked intensely the exchange market intervention which led to the accumulation of \$20bn of reserves in the last 12 months. In addition, the head of her policy unit, Brian Griffiths, tried to undermine the Chancellor's International Monetary Fund speech - in which Mr Lawson called for managed exchange rates - by saying that he was not speaking for the Government.

The Prime Minister's latest parliamentary outburst, when she repudiated both further intervention and interest rate cuts and virtually invited overseas holders to bid up sterling, should not have taken any one by surprise. For both her views and her unwillingness to stick to any agreed official brief on these subjects have been obvious for years.

On the other hand, by uttering her remarks when she did, the Prime Minister must have known that she would be seen as trying to destroy the whole of the Chancellor's carefully constructed exchange rate strategy. Her remarks go far beyond anything agreed at the Friday afternoon meeting and far beyond anything the Bank of England had in mind.

It is true, as Dr Hermann points out, that national courts have a duty to construe their national legislation in accordance with any directives it was

adopted to implement. However, this duty even then might not be too expensive to explain something of such vital importance to young people's prospects. Or could it be that the Government do not themselves fully understand the implications of a GCSE qualification?

Duncan Heenan,  
Spring Cottage,  
21 Gotherington Lane,  
Bishops Cleeve,  
Cheltenham,  
Gloucestershire

the DMS ceiling was clear to anyone with the most casual contact with that institution or even with the City columns. On the one hand, the Bank hardened the commitment by emphasising the rigidity of the ceiling and operating within a range of a few pence. On the other, it canvassed its scepticism about policy to anyone who would listen.

The Bank is fundamentally a short-term tactician, which does not like to be held down by any goals, objectives, aims or purposes. In the British system, the bank is an operator and technical adviser (for example, on the recent increase in interest rates which aggravated the upward pressure on the pound).

The Chancellor is paying heavily for his observance of the absurd pre-Budget purdah system - which meant that the only sources of enlightenment on official policy were No 10 and the Bank. One of the oldest lessons in currency policy is that if you want to estimate the size of the next serious inflow or outflow, take the largest estimate the central bank cares to mention and multiply by 10 or 100. If you are afraid of large numbers, bendings into the hundreds of millions, do not embark on intervention in the first place.

The Prime Minister dislikes intervention as a risky waste of money. But the effect of it most disliked by her kitchen Cabinet advisers is that when the Bank of England buys dollars or D-Marks with pounds, it adds to the money supply. This is what lay behind Mrs Thatcher's reference to intervention being inflationary.

This attitude betrays an extremely primitive form of monetarism which is simply mesmerised by numbers. When there is a run into a currency, it means that the demand to hold it has risen. So long as this extra demand is there, more money can be issued without an inflationary effect, so one does not have to get bogged down in arguments about whether intervention can be sterilised - by gilt sales, for example.

The UK has had problems of overstrong sterling before - under Denis Healey in 1977 and under the present Government in 1980-81. On the two earlier occasions I did favour uncapping sterling - not for reasons of mechanics, but because the pound was the UK had double-digit inflation, no exchange rate framework and a need for a profound anti-inflationary shock.

Obviously intervention is only a short-term expedient. But it could have bought time until the adjustment mechanism within a currency region. Problems caused by these movements have

to be tackled by structural policy, for example, by limiting subsidies such as mortgage interest relief rather than by overall monetary control.

As the one member of the Cabinet in a position to stand up to Mrs Thatcher, Nigel Lawson faces an awesome responsibility. For he is, and is known to be, the true architect of the last Conservative victory - far more so than any of the rival advertising agencies with whom the Prime Minister was so preoccupied. His resignation or dismissal is something that Mrs Thatcher would not gladly contemplate.

Yet the Chancellor is also the main sufferer from her arbitrary methods, having seen his whole economic strategy kicked away in a single Commons answer. He is now a principal victim of the Prime Minister's endless "I will not have", "I will not allow" and "I insist".

Mr Lawson might prefer something intellectually more subtle than demonstrating that he is not the Prime Minister's poodle. But history may give him no choice. Far more is at stake than anything to do with exchange rates or currency inflows.

## Lombard The real winners in 1992

By Guy de Jonquieres

WHICH ARE Europe's most "European" companies? Many people would say US concerns such as Ford and IBM, which in the late 1960s seized the opportunities offered by the removal of intra-Community tariffs to rationalise their operations to benefit from the scale economies of the entire common market.

Twenty years on, Europe is poised for another important step towards economic integration. Whether or not the Community achieves its plan to create a single market by 1992, other powerful forces are already attacking national barriers to trade and investment and forcing European countries to open their economies to the world.

Who will be the winners this time? Much of American industry seems too preoccupied with competitive problems at home to repeat its challenge of the 1960s and 1970s. The Japanese are strongly entrenched in key markets but do not yet attach a high strategic priority to Europe. The US has attracted most of their foreign manufacturing investments and many of their European plants amount to no more than a token presence.

German manufacturers stand to do well - provided their national economic policies do not constrain demand elsewhere in the Community. However, perhaps the most intriguing possibility is that the real star performers on the European stage may turn out to be complete ingenues - or at least underdogs.

Carlo de Benedetti was virtually unknown outside Italy 10 years ago. Yet by dint of audacious takeover tactics which no well-entrenched multinational company would dare employ these days, he has shown that those with the *chutzpah* to jump national barriers can reap rich rewards. Less flamboyantly, Sweden's Electrolux played a similar acquisition trail in the early 1980s. And there are others waiting to have a go.

All these artists are outsiders - de Benedetti from the Italian and European financial establishments, Electrolux from the Community. Unencumbered by historical baggage, impatient with the status quo and perhaps slightly bothered by a sense of inferiority, they have nothing to lose by challenging the traditional order. Another category of "sleepers"

may be companies, such as some of Europe's regional banks, which have lived comfortably in narrow markets but now face fiercer competition. Because the more alert ones know their independence, even survival, is at stake, they have powerful incentives to search for new opportunities.

Ironically, however, some companies which consider themselves most "European" may be vulnerable to more open markets. Those which have thrived on their ability to penetrate closed national markets, where local competition is tame, may be ill-prepared to cope with rapidly changing conditions once the barriers go. Some insurance companies, for example, which have long-standing European networks may face difficulties on this score.

The Dutch Philips electronics group, Europe's biggest multinational manufacturer, faces a slightly different problem. Despite recent efforts to modernise, it still has a highly fragmented structure built up when high tariffs required it to replicate a full range of operations in every country. Philips admits it has 70 plants - too many in Europe. Its dilemma is that closing them could antagonise governments which it has long encouraged to treat its local subsidiaries as "national champions" eligible for highly profitable business incentives.

Even some multinational companies which have positioned themselves to get the most out of the common market may be a shade too complacent. Though they may have streamlined development and production, they also made handy profits from differences in national pricing structures which should disappear in a single market.

They are also likely to find the time and money they have invested to get round roadblocks in the past are no longer a commercial asset once those roadblocks fall. That may be true, too, of de Benedetti and other pan-European entrepreneurs. It is an interesting question how far their ability to jump barriers is at the root of their competitive advantage, and how far it is just one aspect of a natural talent for spotting opportunities where others see only obstacles.



confidence that a parity will be maintained, British interest rates will have to approximate to West German ones. If Britain and West Germany are part of the same currency area, the rate of UK inflation in traded goods and services ultimately cannot exceed the German one. This crucial link is missed by those who complain that interest rates would have had to be "too low" if the D-Mark link had continued.

The reason why 9 per cent base rates may now be insufficient to restrain inflation is that borrowers and investors set it off against an expected inflation rate of 4 or 5 per cent. In other words, the exchange rate strategy lacked credibility. Instead of reinforcing it, the Prime Minister has kicked it away, storing up endless trouble for the future.

Of course, there can be some divergent cost trends within a currency union. Asset prices (and pay if it is allowed to) will rise faster in Upper Bavaria than in Schleswig Holstein or Surrey than in Northumberland. This is not inflation but part of the adjustment mechanism within a currency region. Problems caused by these movements have

From Mr A. Arnold  
Sir, Dr A.H. Hermann's article (March 5) makes up in incisive what it lacks in coherence. The claim that the Commission and European Court treat the letter of the EEC Treaty with disdain will not withstand a moment's scrutiny.

There is no doubt that the Court's ruling in the *Philip Morris* case does give the Commission limited powers to intervene under Article 85 EEC when one company abuses its dominant position in a competitor. That ruling required no stretching of the terms of Article 85. Moreover, the Commission's right to take action derives directly from the Treaty, the scope of which it is not the Member States' responsibility to determine. If the Court's ruling makes them uncomfortable, they have only to grant the Commission powers specifically designed to regulate mergers which adversely affect the proper functioning of the Common Market. The Commission has been asking for such powers since the early 1970s.

Dr Hermann sees no great difference between the way develop-

ment risks defence is treated in this country. The Product Liability Directive and in the Consumer Protection Act 1987. One of the problems with section 4 (1)(e) of the Act is that it does not make it clear that the development risk defence is only available where the defect could not have been discovered when the product was put into circulation. This creates the danger that the Act will be interpreted in a manner which is inconsistent with the Product Liability Directive to which it was intended to give effect.

It is true, as Dr Hermann points out, that national courts have a duty to construe their national legislation in accordance with any directives it was

adopted to implement. However, this duty even then might not be too expensive to explain something of such vital importance to young people's prospects. Or could it be that the Government do not themselves fully understand the implications of a GCSE qualification?

Duncan Heenan,  
Spring Cottage,  
21 Gotherington Lane,  
Bishops Cleeve,  
Cheltenham,  
Gloucestershire

achieve anything useful without the input of ordinary line managers beats my imagination.

Finally, if the Charter Group reneges on the 10 day commitment, then this company will withdraw from the initiative. We have no intention of getting involved in a talking shop run for the benefit of personnel managers employed by Britain's largest companies. The message is simple - get committed or get out!

Colin Mitchell,  
Vickers Information Technology,  
Wrights Lane, W8

From Mr N. Biazard and Mr J.G. Irwin  
Sir, Your article "North-east is unable to meet demand for factories" (March 7) was useful in highlighting an acknowledged problem, but missed a number of important points.

A sustained rental growth cannot be artificially achieved. The level of rentals reflect what the marketplace can accept after the cost of overheads such as transport, labour, rates and the size of the market.

Our firm can confirm that there is a shortage of new large factories especially where financial assistance is at its maximum. There is no shortage of existing factories.

At the present time, we at Storey Sons & Parker have a total of over 1.5m sq ft available on our register of industrial properties. We have over 50 units in excess of 10,000 sq ft on the market. The size and area range of our properties is significant and covers the

large sums of public money explaining why they are not spending other sums, so it should not be too expensive to explain something of such vital importance to young people's prospects. Or could it be that the Government do not themselves fully understand the implications of a GCSE qualification?

Duncan Heenan,  
Spring Cottage,  
21 Gotherington Lane,  
Bishops Cleeve,  
Cheltenham,  
Gloucestershire

tenants. But before the rents can rise, second-hand properties must be occupied and a true demand set in motion, which can be met with confidence.

The shame is that more companies fall to buy freehold and put down firm roots in a beautiful part of the country where the standard of living is high - and industrial land can be bought at £100 an acre freehold and not £1m per acre as is the case in certain areas of London.

N. Biazard and J.G. Irwin,  
Storey Sons & Parker,  
Higham House,  
New Bridge St,  
Newcastle Upon Tyne

are more vacant units than suggested in the article.

Mr Hamilton Fazey is, however, correct when he reports Government agencies are almost the only current developers, but that is the result of too much Government intervention. We, like other independent developers in the region, are always able to develop profitably but not in competition with the subsidised agencies.

The Government ought not to need persuading, but the remedy is clear - stop the unfair competition from Government subsidised bodies, using taxpayers' money, and private enterprise and market forces will remedy any deficiencies which might

From Mr A. R. Perry  
Sir, I question the facts contained in Mr Hamilton Fazey's article (March 7).

This company has considerable experience in developing industrial space in the north-east and to our certain knowledge there

are more vacant units than suggested in the article.

Mr Hamilton Fazey is, however, correct when he reports Government agencies are almost the only current developers, but that is the result of too much Government intervention. We, like other independent developers in the region, are always able to develop profitably but not in competition with the subsidised agencies.

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## Lhasa tense as police patrol streets

LHASA residents said the city was tense but quiet on the eve of Thursday's anniversary of the start of a mass Tibetan uprising against Chinese rule in 1959, agencies report from China.

A Western source said armed police and cars were patrolling the city yesterday in an apparent show of force.

He said a convoy of 120 trucks, each carrying at least 20 men armed with submachine-guns, toured the city apparently to deter Tibetans from staging further anti-Chinese demonstrations.

Speaking by telephone from Lhasa, he said he had heard persistent reports from what he called reliable Tibetan sources that as many as 16 monks had been killed when the security forces stormed the Jokhang Temple on Saturday to quell anti-Chinese protests.

A Tibetan source in Lhasa reported similar police movement following Saturday's uprising, in which Buddhist monks and thousands of Tibetans who oppose Chinese rule stoned police and built bonfires across the city.

Foreigners returning to Peking the day after the rioting said up to nine people were killed.

A senior Tibetan official said in Peking yesterday that the rioting, by what he called "a small number of separatist elements", was a serious political incident.

He added that Peking had been lenient with Tibetan nationalists who rioted last October. Tibet would not be allowed to break away from China, he said.

State television, which reported the rioting, showed film of the rioting for the first time.

The Panchen Lama, Tibetan Buddhism's second-highest leader, appeared on television last night to denounce those who participated in Saturday's violence.

"I represent the Tibetan comrades here and myself in expressing my indignation... at the violence committed by the small numbers of 'separatists' during the riot."

According to Sir Kenneth Berrill, the outgoing chairman of the UK Securities and Investments Board, claimed yesterday that the complexity of the new system for regulating investment markets was an inevitable consequence of the structure of the Financial Services Act.

Breaking a near two-week silence since the news that the British Government was regulating him, Mr David Walker of the Bank of England, Sir Kenneth insisted: "The Act in all its detail is a very recent expression of this Government's policy. What you have got is something that was quite clearly thought about."

The SIB's original draft rules make the future shape of the market much shorter than the final version, he said.

But officials at the Department of Trade and Industry compared it with the requirements of the Act and said there were many gaps.

According to Sir Kenneth: "They said we shall not be able to advise ministers that you are capable of being designated unless it does, in the view of our lawyers, meet all the requirements."

In imposing the same conditions on bodies junior to the SIB, such as self-regulatory organisations and recognised professional bodies, the SIB was following this official line.

"We have a very long checklist which mirrors the requirements of the DTI made of us which we have to make of the others," he said.

Sir Kenneth, who has been widely criticised by City of London practitioners for the alleged excessive bureaucracy and lack of flexibility of the SIB's approach, said that he had suffered from a current "peak of resentment" at the burdens imposed by the new regulatory framework.

In a year's time the system would be very largely bedded down and would be accepted.

But investment practitioners had no faith in the system until it had really hit them. "It's human nature. Your change becomes their headache, they are very resentful about it, and they are looking round for something to blame."

Mr Walker would have to build on existing foundations by ensuring that the SIB would be recognised as commanding the principal position of authority within the new framework of regulation.

"I have no doubt that in his time the SIB will succeed in the next step of its history," he said.

"I am proud of the SIB rule-book, developed as it has been in such a short space of time," he said.

Robert Thomson, recently in Lhasa, on the anniversary of the protest against China's rule

## Tibet split between many flags

ABOVE ALMOST every Tibetan home, multicoloured prayer flags sprout like spiritual television aerials. The recent new year brought a changing of the flags, and, for the first time, a few villagers were encouraged to put the Chinese national flag amidst the crop of Buddhist colours.

The emblem does not sit comfortably together, as a violent pro-independence protest last Saturday proved. Police were patrolling Lhasa in force yesterday to deter Tibetans from staging further demonstrations today, the anniversary of the 1969 mass uprising against Chinese rule.

But local Communist party branches have urged village leaders to show their national as well as their religious pride. At the same time, prayer flags have begun appearing above the houses of government officials who, in the past, feared that such an act of faith would cost them their jobs.

Tibet is in transition. New Communist party policies have brought more freedom, more tolerance and more protests. Restrictions remain on numbers of monks in monasteries, and the party teaches that religion is an opiate, yet the enthusiasm for Buddhism and the Tibetan bitterness towards the Chinese is still strong, much to the dismay of Beijing leaders, who maintain that they could doze both with economic reform and hefty subsidies.

Saturday's protest, in which as many as nine people died, will confirm for thoughtful Communist party officials that the problem in Tibet is cultural and racial, and not confined to the few "splitters" pilloried in the Chinese media.

The difficulty in publicly admitting these facts is that they undermine China's claims on the region. These are not contested but are still a sensitive matter, and criticism of Chinese rule or of the human rights record is labelled as "meddling in our internal affairs."

Perhaps most disturbing for the party is the influence of the Tibetan spiritual leader, the Dalai Lama, both within the region and internationally. The cult of the Dalai grew stronger as confidence grew that the more relaxed policies would last. It is



Monks outside Jokhang temple for the Mon Lam Festival

concerned that there would be trouble, others just did not want to participate in the party-approved ceremony.

The party's two biggest problems are the past and the personal. Certainly the living standards of ordinary Tibetans have improved, and the region would be far more volatile if that was not the case. But these gains and the money that the Government is pumping into the local economy have not bought forgiveness for the crimes of the Cultural Revolution (1966-1976) and before.

Tibet's temples are monuments to these crimes. The Jokhang, the site of Saturday's protest, was a pigsty after 1966, and the statues in the repaired rooms are new. The ruins of the Ganden (Joyous Mountain) monastery, about 70 km from Lhasa, surrounded new buildings that house about 300 monks, down from 3,300 before the 1949 revolution.

History, like most of the monastery, has been smashed at Ganden. Monks explain that the People's Liberation Army dynamited the monastery after the 1966 uprising, while Chinese officials blame the damage on a frenzied attack by local villagers under the influence of Mao Zedong thought during the Cultural Revolution. The official version does at least concede that the body of the founder of Tibet's brand of Buddhism, Tsong Khapa, which had been preserved for five centuries, was thrown on to a rubbish heap at Ganden in the late 1960s.

The Panchen Lama outlined a few of the personal problems in his speech. Many Chinese officials are unable to speak Tibetan and have little understanding of Tibetan culture. They are harassed by the elderly pilgrims twirling prayer wheels which accumulate mystical merit points with each turn, and by the monks who burn sweet-smelling juniper in the belief that the smoke carries their prayers to the beyond.

Zhao Ziyang and friends want to promote more Tibetans - at least those who do not question Chinese sovereignty - yet numerous local officials who possess survival skills that have seen them through the periodic purges, and lack the ability needed to cope with the complexities of Tibet.

### CHRONOLOGY OF CHINESE RULE IN TIBET

- 1949 - Chinese revolution
- 1950 - October: Communist troops enter Tibet
- 1955-6 - Khampa tribesmen rebel against Chinese forces
- 1959 - March: Anti-Chinese uprising in Lhasa, thousands die
- 1966 - Chairman Mao's Red Guards enter Tibet. Religious buildings destroyed. Persecution of Buddhists intensified
- 1979 - China initiates new Tibet policy, loosens central control
- 1982 - April: Tibet disbanded agricultural communes
- 1987 - September: Monks arrested for demonstrating against Chinese rule, Dalai Lama visits Washington
- October: Further protest by monks, six die according to official reports; Tibetans claim 19 die. Foreign journalists expelled.
- 1988 - March 5: Anti-Chinese riots flare up.

impossible to walk a Lhasa street without seeing the Dalai Lama picture, and the temple icons and altars each day bear more photographs of the scene and smiling Dalai, who fled to India during an uprising in 1959.

Party officials have kept his memory alive by blaming the "Dalai Lama clique" for protests last October, and claiming that he has sent his teachers, spies and the Dalai Lama, both within the region and internationally. The cult of the Dalai grew stronger as confidence grew that the more relaxed policies would last. It is

he admitted police opened fire last year and condemned official ignorance of Tibetan culture. It was a sign that broad-minded leaders such as the party general-secretary, Zhao Ziyang, were winning arguments on Tibetan policy.

The key question is whether they will go on winning those arguments in the wake of the official newsworthy Khatwa, the official news agency in Khatwa, has condemned Lhasa officials for their leniency. Tibet is a sensitive issue within the leadership, and Hu Yaobang, dumped as party chief last year, was criticised, among other things, for his over-zealousness to admit Chinese mistakes in the region.

Even before the protest, monks were testing the tolerance. Many had boycotted the Mon Lam prayer festival which began two weeks ago and ended in violence on Saturday. Some monks were

## Afghans accuse Pakistan of wasting time at talks

PAKISTAN was manoeuvring to force the Geneva talks on to the withdrawal of Soviet troops from Afghanistan into stalemate, Mr Abdul Wakil, the Afghan Foreign Minister, said yesterday.

However, he insisted that the Kabul regime would not discuss US requirements that the coalition Afghan Government, Pakistan has made this condition for signing the withdrawal agreement.

Mr Wakil said that Afghanistan would also not agree to the US requirement that the deal should provide for "symmetry" between the cut-off of US aid to the Mujahideen guerrillas and a halt to Soviet aid to Kabul.

Kabul's chief negotiator called a press conference to spell out this firm line as the UN-sponsored talks dragged into their 10th day and diplomats began to doubt whether an agreement could be signed in time for the Soviet forces to start their pull-out on May 15.

Mr Wakil said no foreign state could dictate terms for the formation of a government to its liking in another state. At no time since

## Kohl hopeful on EC tax plans

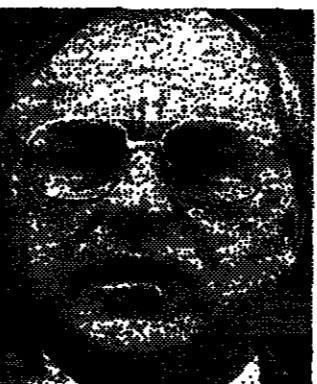
THE European Commission's controversial proposals to harmonise indirect taxes will figure prominently in ministerial negotiations in the coming months, Chancellor Helmut Kohl of West Germany said yesterday.

Reporting to Euro-MPs on the results of last month's Brussels summit agreement on budget reform, Mr Kohl said the Commission had shown that a single internal market required a narrowing of tax differences.

Britain, for one, is sharply opposed to making its system of raising value added tax conform with that of other member states.

Mr Kohl said he would also use the remaining 3 1/2 months of the West German presidency to encourage progress in the realisation of capital movements, public procurement, financial and insurance services and transport, and harmonisation of technical standards and on mutual recognition of university degrees.

A new directive on non-life insurance, agreed last December by the EC Council after years of wrangling among member states, may in fact be further delayed by the European Parliament's



Kohl seeking progress

said, adding that the US Congress should also stop considering protectionist measures.

Returning to the Community's internal agenda, the West German leader said it was impossible to have "a real consistency" in economic and monetary policy without tax harmonisation.

But the difficulties in both these areas were underlined by Mr Jacques Delors, the EC Commission President, who said there were "big disagreements" between member states on tax and fiscal issues and wide differences still in the way they managed their currencies.

"Only five of the 12 member states fully participate in the European Monetary System," said Mr Delors, referring to starting his position outside the EMS and special arrangements for some other currencies.

The European Council and the Parliament are now to embark on a two-track negotiation - one on the 1988 budget and the other on an "inter-institutional agreement" on the 1989-92 budget framework established at the Brussels summit.

### WORLD WEATHER

Area	Temp	Wind	Cloud	Precip	Humid	Visib
Africa	25	15	10	0	70	10
Alps	15	10	10	0	70	10
Americas	15	10	10	0	70	10
Asia	25	15	10	0	70	10
Atlantic	15	10	10	0	70	10
Baltic	15	10	10	0	70	10
Benelux	15	10	10	0	70	10
Canada	15	10	10	0	70	10
Caribbean	25	15	10	0	70	10
China	25	15	10	0	70	10
Europe	15	10	10	0	70	10
India	25	15	10	0	70	10
Japan	25	15	10	0	70	10
Mediterranean	25	15	10	0	70	10
Near East	25	15	10	0	70	10
North America	15	10	10	0	70	10
North Atlantic	15	10	10	0	70	10
North Pacific	15	10	10	0	70	10
North Sea	15	10	10	0	70	10
North West Pacific	15	10	10	0	70	10
North West Atlantic	15	10	10	0	70	10
North West Indian	15	10	10	0	70	10
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North West Indian	15	10	10	0	70	10
North West Pacific	15	10	10	0	70	10
North West Atlantic	15	10	10	0	70	10
North West Indian	15	10	10	0	70	10
North West Pacific	15	10	10	0	70	10
North West Atlantic	15	10	10	0	70	10
North West Indian	15	10	10	0	70	10
North West Pacific	15	10	10	0	70	10
North West Atlantic	1					

## INTERNATIONAL APPOINTMENTS

<b>FINANCE MANAGER</b> £30,000 + Car City	Highly profitable international market leader wishes to appoint a qualified accountant, aged 30-40, in this challenging, senior position. Front-line operational experience gained in a manufacturing or industrial environment is essential. Business planning, reporting and analysis and operational review are included in the specification. Ref: AC.214
<b>CORPORATE FINANCE</b> To £27,000 City	Exciting opportunity for young Chartered Accountant in the corporate finance arm of a leading US bank. Working in a small team you will be responsible for investigating potential floatations, mergers and acquisitions as well as dealing with client liaison. Outstanding prospects. Ref: JPB.32
<b>GROUP FINANCE</b> £26,000 C.London	Prestigious advanced technology group offers influential role to ambitious and personable graduates ACA aged 25-30. This challenging role will embrace group reporting, financial analysis, systems development and project management. A high level of personal commitment together with technical flair will ensure rapid career development. Ref: MJH.319
<b>RECENTLY QUALIFIED</b> To £25,000 + Mts C.London	Major international bank currently has an excellent opportunity for a young, recently-qualified accountant. As systems accountant your primary responsibility will be systems implementation, plus various special projects. Prospects are outstanding for ambitious, team-oriented individuals, eager to build a career in the financial sector. Ref: AC.257
<b>BUSINESS REVIEW</b> £24,000 + Car London	Our client is a fast expanding industrial group which now requires a young Chartered Accountant to join a high calibre team. Responsibilities include systems review, post acquisition studies and investigations. A senior line financial appointment will follow in the medium term. Ref: AN.101
<b>LINE MANAGEMENT</b> £23,000 London	Blue-chip multinational seeks a recently-qualified accountant wishing to gain staff responsibility. Head Office based, your duties will include: profit plans, forecasts and monthly reports. Computer literacy is essential as the successful applicant will be involved in the development and enhancement of computer systems. Ref: JL.348

**HUDSON SHRIBMAN**  
THE COMPLETE FINANCIAL SELECTION SERVICE  
Vernon House, Sicilian Avenue, London WC1A 2QH. Tel: 01-831 2323

### ICI chairman appointed to NYSE committee

MR DENYS Henderson, chairman of Imperial Chemical Industries (ICI), the UK's largest chemicals group, is to become the first representative of British industry to join the Listed Company Advisory Committee of the New York Stock Exchange.



Mr Denys Henderson

The committee provides a forum through which listed companies can participate in shaping policies which impact on listed companies, and also addresses broad issues of concern to the business community. Mr Henderson, 55, chairs a similar body for the London Stock Exchange.

He will serve on the committee for three years. "The US is a very important market for the chemical industry and for Britain as a whole. I am delighted that ICI will have a seat at the council table of this prestigious American institution," commented Mr Henderson. "I regard this appointment as

recognition of our growing presence on the American scene," he added. America is the biggest market for chemicals in the world. ICI has 20,000 employees and more than \$3bn of sales in

### Vice-presidents at Reynolds Metals

THE BOARD of Reynolds Metals, second-largest US aluminium producer, elected Mr Richard N. Peters and Mr A.B. (Jack) Shehee as corporate vice-presidents.

The company recently reported record fourth-quarter and 1987 year earnings, mainly reflecting "unprecedented strong demand for aluminium worldwide."

Mr Peters, 63, is president and general manager of Reynolds Aluminum Supply (RASCO), a unit of Reynolds Metals, and Mr Shehee, 62, is general manager of the group's electrical division.

After joining Reynolds in 1949 and holding a wide variety of sales and marketing positions in the group, Mr Peters was appointed vice-president, sales and marketing, for RASCO in

1977, and he assumed his current position in 1983. Mr Shehee had held sales and marketing posts with General Cable Corporation, Continental Copper and Steel, and Copperweld Corporation, before moving to Reynolds in 1976 as manager of sales and marketing for the electrical division. He was elevated to general manager in 1983.

### Changes at the top for Green Cross

GREEN CROSS, an Osaka-based major Japanese pharmaceutical company, has decided at a board meeting to appoint Mr Tadakazu Suyama, one of its three vice-presidents, as the new president, Kyoto report from Tokyo.

Mr Ruzo Matsushita, the current president, will become chairman. The decision will be formalised at another board meeting, to be held after the March 30 general meeting of stockholders. The move is apparently aimed at improving the company's disappointing performance due to declining sales of plasma derivatives caused by tougher restrictions on their use, imposed amid the AIDS turmoil. The company is said to be the largest domestic manufacturer of these products.

Mr Suyama, 60, graduated from Kanazawa Medical College (the faculty of medicine of Kanazawa University). After being an instructor at this university, he joined Green Cross in 1962 and became a vice-president in 1983.

### Presidential switch at PaineWebber

PAINWEBBER Group Inc., part of PaineWebber Inc., a US-based leading international securities concern, has named Mr Donald E. Nickelson president, succeeding Mr Donald B. Marron, who continues as chairman and chief executive of the group.

Mr Nickelson was president of PaineWebber Inc. in his new post, he will be responsible for the company's asset management business, and represent PaineWebber's ownership position in many of the companies in which it has a major stockholding.

In addition, PaineWebber Group has appointed as chief financial officer Mr Mark S. Nussbaum. Mr Richard P. Campbell Jr, the former CFO, has been elected an executive vice-president of the group and named director of finance and planning. Mr Nussbaum, 35, joined PaineWebber Group last July as managing director of proprietary trading in the Fixed Income Division. Prior to that, he had spent 11 years with Bankers Trust, starting as a trainee, and subsequently gaining a broad range of experience in fixed income and foreign exchange trading, and risk management. He was made a managing director in 1986.

Mr Campbell, 42, had been CFO at PaineWebber since moving in 1985 from PepsiCo, where he had held management responsibility for various financial and operating areas. From 1973 to 1974, he had served as special assistant to the then Secretary of State Dr Henry Kissinger.

Mr Marron commented: "When Dick Campbell accepted the position as CFO, it was with the mandate to strengthen the firm's financial controls and to restructure PaineWebber's capitalisation. Having successfully achieved these objectives, Dick will now have responsibility for developing and maintaining the finance and planning functions necessary to facilitate the growth of our core business."

### Senior Unisys post

UNISYS, the third-largest US computer group created in 1986 by the merger of Burroughs and Sperry, has elected Mr Edward Botwinick to its board of directors as a senior vice-president.

Mr Botwinick is president of Unisys Networks, a major new unit of the group with revenues in excess of US\$500m. He assumed that post upon completion on January 22 of the previously announced acquisition of Timeplex, world leader in the T-1 communications networking. Timeplex is now the core business of Unisys Networks.

Unisys' goal is to be the leader in designing, installing and servicing corporate and institutional communications networks on a major scale around the world.

A founder of Timeplex in 1989, Mr Botwinick was its chairman and chief executive from 1977 until its acquisition by Unisys.

## Accountancy Appointments

### The John Lewis Partnership of Head of Internal Audit

£40,000 plus car

The John Lewis Partnership is a retail business with 21 Department Stores, 84 Waitrose supermarkets and a number of distribution centres and manufacturing units. It employs over 35,000 people and has an annual turnover exceeding £1.500 million. The Partnership wishes to appoint a Head of Internal Audit, to succeed the present holder of this post on retirement. Reporting directly to the Chairman and based in central London, he or she will head a team responsible for the internal audit of all branches within the group, operations within central management and the computer facilities. Candidates should be qualified Chartered Accountants with at least five

years' audit experience at management level. Over more than 25 years the Partnership has built up a large central computer installation based on IBM mainframes and an extensive network and therefore familiarity with computer audit and computer assisted auditing techniques is clearly important. Experience in the retail sector would obviously be useful but it is not essential. Pay is expected to be £40,000 but account will be taken of technical qualifications and experience. Other benefits include a car, non-contributory pension scheme, life assurance, six weeks' holiday, medical insurance and shopping discount. The Partnership is a pioneering producer-co-operative on

a substantial scale. After provision for future development the whole of the profits are shared among those who work in the business.

Price Waterhouse are advising the Partnership on this appointment and it has been agreed we may respect the confidentiality of those wishing to discuss this position, prior to submitting a formal application. Candidates may therefore either telephone Alannah Hunt on 01-378 7200, or alternatively write to her quoting reference number MCS/6120 at Executive Selection Division Price Waterhouse Management Consultants No. 1 London Bridge London SE1 9QL

Price Waterhouse

### Financial Controller

c. £30,000 plus car

West of London

This company is a fast growing leading supplier of quality hi-tech office automation equipment. As the UK sales business of a well accepted international group the company has an impressive performance record and as a part of its latest phase of expansion requires the expertise of a Financial Controller to help support the business. Reporting to the Finance Director, the Financial Controller will assist in developing the financial systems and controls and have complete responsibility for the financial and management accounting operations. This will include the preparation and reporting of accounts for local and head office management, planning and budgeting, and ensuring the implementation of proper controls. Some overseas travel will be required.

Candidates should be chartered accountants in their 30s with initiative, and a commercial awareness gained preferably through managing the finance function of a competitive fast moving sales and marketing led company. Experience of computer based accounting systems is important along with having a results oriented approach and strong interpersonal skills. Both an ability to grow with the position and experience of working for an international company are important. Please reply in confidence, giving concise career, personal and salary details to: Michael Fahey, Ref ER 984, Arthur Young Corporate Resourcing, Citadel House, 5-11 Fetter Lane, London EC4A 1DH.



Arthur Young Corporate Resourcing

A MEMBER OF ARTHUR YOUNG INTERNATIONAL

### AFIC COMPANY ACCOUNTANT COMPUTER SUPPLIES

£16-18,000 + Car + Benefits

North London Based

Applied Film Industries, a rapidly growing force in the dynamic Computer Supplies market, is now ready to expand its Senior Management Team with the appointment of a Company Accountant.

- Probably in your late 20s or early 30s, a qualified Chartered Accountant and computer literate, you will be responsible for:
  - \* Preparation of Management Accounts
  - \* Nominal Sales & Bought Ledger
  - \* Design and Implementation of computerised control systems
  - \* Control and Forecasting of cash flow and profit

Matching the demands, the rewards will be high, and you will in addition to an excellent Salary Package receive a Company Car, Pension, Private Health Care and performance related bonus.

Applicants, male or female, should apply in writing to Simone Emmett, Mercuri Urval, Spencer House, 23 Grove Hill Road, Hazrow, Middlesex HA1 3BN, quoting ref: 60/88, or telephone 01-863 8466 for further details.

Mercuri Urval

### CHARTERED SECRETARIES

Touche Ross is a major international firm of Chartered Accountants with a well-established and innovative Company Secretarial Department providing a full range of specialist services to some 2,000 corporate clients. We utilise the latest computer based methods to ensure individual client attention, with full back up facilities.

Our clients from both the UK and abroad rely on our team of experienced, qualified Chartered Secretaries and support staff to provide instant advice and assistance.

To service our growing client base and to market our services more widely we wish to appoint a forward-thinking and experienced Manager and two Senior Assistants. These posts will require qualified Chartered Secretaries with experience of working in an accounting firm or similar professional organisation.

#### MANAGER - TO £24,000 + CAR

This high profile and challenging role calls for experience of managing your own portfolio of clients and providing them with the full range of company secretarial services. As a senior member of the department, you will share in all aspects of its management and have specific responsibilities associated with its development, promotion and administration. There will also be scope for technical research, training, staff management and recruitment. Probably aged 30-40.

#### SENIOR ASSISTANT - TO £18,500

This excellent career opportunity involves providing the full range of services, working in conjunction with the members of the management group and being identified with specific clients. You will also undertake technical research and participate in training and in marketing the department both internally and externally. Candidates will preferably have one to two years post qualification experience.

Phone or write to Tim Firth, Recruitment Manager, with career details at:

**Touche Ross**

Hill House, 1 Little New Street, London EC4A 3TR. Tel: 01-353 8011.

### GROUP FINANCIAL CONTROLLER

ACA 28-35

West of London

to £40,000 + car

This major international computer services group has made an exceptional impact through the strategic realignment of its worldwide interests. Its recent acquisitions policy has resulted in market dominance within a highly competitive global environment.

As a result of this intensified activity they are now seeking to appoint a key individual to complement their financial management team.

Reporting to the Finance Director the role will involve the monitoring and provision of timely and accurate business data through the development of management information systems, accounting policies and control procedures. This will require extensive liaison with European financial management to ensure understanding of and adherence to group requirements. An element of international travel is therefore envisaged.

You should have a confident, professional approach enabling you to analyse, interpret and solve complex financial issues. In addition your interpersonal skills need to be of the highest calibre in order to communicate effectively both with executive management and your professionally qualified finance team.

Having trained with a leading professional firm, the successful candidate is likely to have already made a significant contribution within a demanding commercial environment. There are a substantial number of individuals who have achieved rapid career advancement within this dynamic organisation. Prospects will therefore only be limited by personal ability.

If you feel you can respond effectively to this exciting challenge please contact James Hyde on 01-925 0453 or write enclosing a detailed CV to the address below.

ROBERT WALTERS ASSOCIATES

EXECUTIVE SELECTION

10 Charles II Street London SW1V 4AA Telephone: 01-925 0453

# Deputy Group Financial Controller

c.£40,000 + Car & Bonus

This client, an international transportation and industrial services group with a turnover approaching \$1 billion, is engaged in a period of rapid change and expansion which is successfully transforming its composition and strategic direction.

The Deputy Group Financial Controller will be at the centre of this activity with a responsibility for moving the business forward by performing high level reviews to optimise profit and productivity; participating in projects including acquisitions, re-organisations, international structures, funding and tax planning; providing critical review of business plans, budgets and actual results; and improving financial procedures and policies.

The position requires a very successful graduate chartered accountant with a record of achievement and rapid advancement in the profession and/or a major industrial group. The ability to work closely with main board members and senior divisional management on a diverse range of issues, and to provide a high standard of financial leadership whilst doing so is essential. Location - Central London. Age guide - 30-35. Please reply in confidence quoting Ref. L356 to:

Brian H Mason  
Mason & Nurse Associates  
1 Lancaster Place, Strand  
London WC2E 7EB  
Tel: 01-240 7805

**Mason & Nurse**  
Selection & Search

## International Financial Appointments

One of the largest groups based in Saudi Arabia and having extensive worldwide interests is seeking to appoint two senior financial executives. The Group comprises vehicle and consumer electronics dealerships, finance, real estate, shipping and other interests worldwide.

### Head of Group Internal Audit

Negotiable over \$100,000 Tax Free + Benefits

The Senior Executive appointed will report directly to the owners in Jeddah where he will be located, but his duties will include extensive travel overseas (mainly USA & Europe). He will establish the Group internal audit function and plan, direct and review its work.

The appointee will be professionally qualified with 10+ years high-level experience in international business in a partner/manager role in a major audit firm or as manager of a large internal audit department. The ideal candidate will possess tact, diplomacy, ability to work effectively under pressure, and adaptability to various management styles, nationalities and work locations.

### Chief Accountant (Retail)

Circa \$75,000 Tax Free + Benefits

The Group also seeks to appoint a Chief Accountant for the Retail Division of their vehicle dealership in Saudi Arabia, which is one of the largest in the world. Reporting to the Financial Controller, he will be responsible for supervision of all branch accounting staff in Saudi Arabia, overall control and development of accounting systems and production of management accounts.

The appointee will be professionally qualified with extensive experience in a similar, dynamic commercial environment. Promotion prospects are excellent.

In both cases the remuneration package includes a good tax free annual salary, bonus paid 6 monthly, free furnished accommodation, car, 30 days home leave and air-fares. APPLICANTS WITH FLUENCY IN ARABIC WILL COMMAND PRIME CONSIDERATION AND PREMIUM TERMS.

Applicants for the above are asked to reply in confidence or telephone:

Michael Nagle FCA  
SABA & NAGLE INTERNATIONAL LIMITED  
International Executive Selection Consultants  
135 Notting Hill Gate, London W11 3LB.  
Telephone: 01-221 2996

**SABA AND NAGLE INTERNATIONAL**

## Projects Controller

... a broadly based financial role in a rapidly growing organisation

to £23,500 + car allowance Thames Valley

Our client, part of a major UK organisation, has ambitious growth plans. As a result there is now a requirement for a commercially minded accountant to play an essential role spanning several business sectors.

The content of this wide ranging position will be divided into two main types of work - regular and ad hoc.

- The regular part consists of preparing and reviewing consolidated business plans, budgets and monthly accounts.
- The ad hoc element will include financial projects, acquisitions and joint ventures to meet planned growth. Also to provide cover for the controllers of the business sectors during absence.

This exciting position will offer considerable interest and exposure at all levels within a fast evolving business environment. It will call for a high level of original thought as many of the problems encountered will be entirely new.

A qualified accountant, you will need a sound track record in a commercial environment and a firm, down-to-earth approach. Management credibility and the ability to articulate your thoughts clearly will be essential personal qualities.

Please write - in confidence - with full details, including current salary, to Nigel Bates FCA, ref. B.34024.

MSL International (UK) Ltd, 52 Grosvenor Gardens, London SW1W 0AW.

Offices in Europe, the Americas, Australasia and Asia Pacific.

**MSL International**

## Group Financial Controller

Thames Valley

£24,000 + Car and Benefits

Our client is a fast growing quoted group of companies engaged in electronics and systems manufacturing for defence and industrial applications with a turnover of around \$20 million.

Reporting to the Group Finance Director, the Group Financial Controller will be responsible for:

- production of monthly management information
- managing the accounting department
- development of group financial reporting and costing systems
- problem-solving in subsidiary companies
- ad hoc investigations

Candidates should be qualified accountants with a history of progressively responsible positions in industrial companies.

If you believe you have the experience and drive required for this important position, please send a brief CV including your day time telephone number to Steve McBride.

**ROBSON RHODES**

Chartered Accountants

Management Consultancy Division,  
186 City Road, London, EC1V 2NU.

## RECENTLY QUALIFIED ACCOUNTANTS

£17,750 to 21,750 depending on experience/location PLUS Substantial Banking Benefits

We are actively expanding our base of qualified accountants and are looking to recruit a number of 'recently qualified' to fill demanding accounting roles. We have openings both in London and the Provinces, all providing excellent opportunities to begin a challenging and rewarding career with Barclays, consistently one of the world's leading Banks.

We are able to offer a wide variety of experience to include major consolidation work, U.S. reporting, financial and management planning and reporting and day to day accounting and support work in operating units and subsidiaries.

We are only prepared to employ the very best and your first rate academic background must be supported by thorough professional training and well developed communication skills. You will be a self-starter who can think positively and broadly.

For our part, we offer a dynamic working environment, good promotion prospects and a very competitive remuneration package which includes:

- Profit Sharing
- Annual Bonus
- Subsidised Mortgage and Loans
- Non-Contributory Pension
- Private Medical Insurance
- Relocation Expenses

Please forward your comprehensive career and salary history to the address below where initial interviews will be conducted.

JOHN D GOODMAN,  
PERSONNEL MANAGER, CHIEF  
ACCOUNTANT'S DEPARTMENT,  
BARCLAYS BANK PLC, BARCLAYS  
HOUSE, 1 PEMBROKE ROAD, POOLE,  
DORSET BH12 2BB.



## GROUP FINANCIAL CONTROLLER

West Midlands

c.£25,000 plus car, bonus and share option

Our client is a dramatically expanding public group primarily engaged in industrial distribution from 50 locations throughout the UK.

This expansion has demanded the creation of a group financial controller function which reports directly to the group financial director. This person will be responsible for managing a sizeable accounts department, and ensuring strict financial control and reporting procedures are maintained. In addition the controller will be responsible for overseeing computer development and the introduction of group policies into newly acquired companies.

Preferred applicants will be graduate chartered or cost and management accountants aged around 30 seeking an opportunity to exert greater control over the finance function and become increasingly involved in the development of the branch businesses and general management. Experience should include substantial computer development and staff control.

In the first instance, please send brief personal and career details, to Douglas G Mizon quoting reference F226/M.

**Ernst & Whinney**  
Executive Recruitment Services  
Becket House, 1 Lambeth Palace Road, London SE1 7EU.

## Financial Accountant

c.£19K plus benefits

Central South

As the Financial Accountant for our client, you will be playing a key role within the committed senior management team. Part of an International Group, they are leaders in their specialised area of the consumer goods market with an annual turnover in excess of £1.8m.

Reporting to the Financial Director, you will be responsible for all aspects of financial planning and control, including monthly accounts, budgets and rolling forecasts and capital expenditure. You will also liaise closely with the Management Accountant to meet demanding deadlines.

A management role, you will head a department of 9 covering purchase and sales ledger, nominal ledger, wages, pensions and cashier.

To succeed in this challenging position, you will be a qualified Chartered/Certified/Management Accountant and must have experience of Financial Management in industry or commerce in a computerised environment. Well

developed management skills are essential and it is unlikely that candidates under 27 years will have the experience necessary. In return a competitive salary is offered, together with an excellent range of benefits which include bonus scheme participation, non-contributory pension, BUPA, permanent health/life cover and relocation to this very attractive part of the South.

Austin Knight Selection has been retained to advise on this key appointment. Please call our Consultant Karen Fitch on (0784) 31242 (day) or 01-979 0898 (evenings/weekends). Alternatively send career details to her at Austin Knight Selection, Knightway House, Band Lane, Egham, Surrey TW20 9NX quoting reference YS549.

**Austin Knight Selection**

## High-level opportunity in Wales

### Senior Accountancy Adviser

£24,765 - £28,215

This newly created senior accountancy post has wide-ranging responsibilities for providing accountancy advice across the broad spectrum of the functions of the Welsh Office in such diverse matters as Health, Education, Local Government, Support to Industry and many others.

You will play a significant role in the further development of Budgetary Control in the context of the Prime Minister's Financial Management Initiative with functional responsibility for the training, development and use of accountants in the Welsh Office. You will also have responsibility for Internal Audit within the Welsh Office and Audit of the National Health Service in Wales.

You should have a full professional accountancy qualification (ie ICA, CIMA, CACA, CIPFA) and at least ten years' post-qualification experience, preferably including substantial knowledge of governmental accounting systems and audit procedures.

For further details and an application form (to be returned by 5 April 1988) write to Civil Service Commission, Almonk Link, Basingstoke, Hants RG21 1JB, or telephone Basingstoke (0256) 468551 (answering service operates outside office hours). Please quote ref. G/7514.

The Civil Service is an equal opportunity employer.

**Welsh Office - Y Swyddfa Gymreig**

## Assistant to Finance Director

West London to £24,000 + car

This appointment arises within an important division of a multi-national US corporation involved in providing high-tech services and products around the globe. The division is responsible for the timely and reliable performance of substantial contracts.

You will report to the Finance Director and assist him by producing monthly management accounts monitoring cash flow/budget performance, liaising with and producing information for managers throughout the group, dealing with bankers, handling statutory and taxation matters and such ad hoc projects as may arise.

You must be a qualified accountant who is capable of working under pressure and communicating effectively with both financial and non-financial personnel alike. You should be looking to pursue a career with a major group.

So, please apply by telephone or write with curriculum vitae, quoting reference: 102, to OLR Ltd, 160 New Bond Street, London W1Y 0HR. Tel: 01 409 1371.

## Hoggett Bowers

Executive Search and Selection Consultants  
A MEMBER OF BLUE ARROW PLC.

### Group Financial Accountant

Immediate Challenge

To £22,000, Car

Britain's most successful employee-emphasised Group specialising in transportation worldwide and envisaging a public flotation, currently seeks an ambitious Accountant to contribute to the strategic growth and global development of the Business. You will assume responsibility for the direct reporting of Group Financial Information and ensure that financial policies are maintained to the highest professional standards supported by a team of staff. The ideal candidate aged 25 to 35 will offer a minimum of two years post-qualification experience, possibly from a transport related industry. You will have displayed leadership qualities and be familiar with developing and installing computer based systems. A 'hands-on' individual is required who has the ability to work within a fast developing organisation with ever changing needs. Excellent opportunity for advancement within the Group and their New World Structure.

Male or female candidates should submit in confidence a comprehensive C.V. or telephone for a Personal History Form to, Bernadette Boylan, Accountancy Division, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 0WR, 01-409 2766, quoting Ref. 842/FT.

Handwritten signature or mark.

# FINANCE DIRECTOR (DESIGNATE)

Stoke-on-Trent

c. £30,000 + car

The Portmeirion collection of Pottery, Textiles and other accessories is being continually extended. It enjoys a worldwide reputation and ever growing popularity.

The Company's sales and profits are rising rapidly. Annual sales are now approaching £10M. Continued rapid growth is envisaged.

To meet the growth in demand, the Company is having to accelerate its capital investment programme. To fund this and the expansion of the business, a Stock Market listing and issue is planned for 1988.

The new post, responsible to the Managing Director, will be the focus for all financial activities and company secretarial tasks. It will be the Finance Director's job to make sure that all control systems

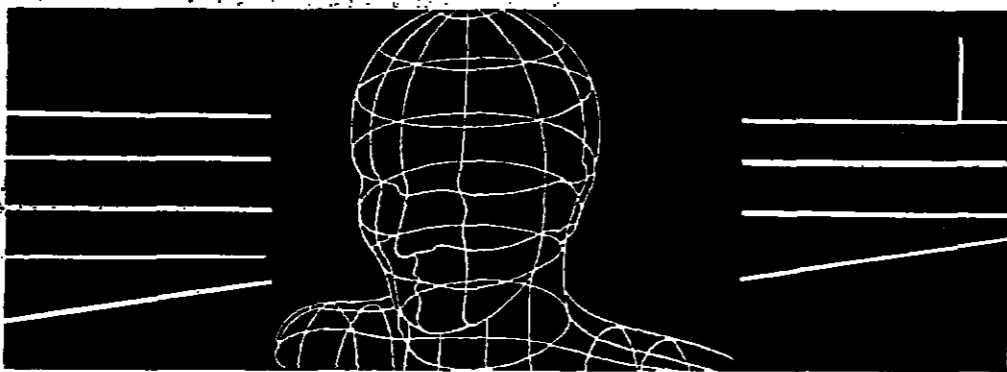
develop and improve in step with physical growth.

Portmeirion's outstanding success owes much to the lively atmosphere created by the Directors' enthusiasm and commitment. Your ability to become a member of this team and share its interest in the Company's products and market opportunities, is as important as your professional abilities and track record. This is an outstanding, long-term career opportunity. Candidates must be Chartered Accountants, ideally aged between 30-40.

Applications should be sent in confidence, stating your present salary, to the Managing Director, Portmeirion Pottery Limited, Penkhill New Road, Stoke-on-Trent ST4 5DD.

## PORTMEIRION

## For the Tax Specialist who meets challenges head on...



...we can offer excellent prospects for rapid development to Partner, with the immediate prospect of earning up to £40,000 plus car. Whether you're a Manager, Assistant Manager or Supervisor, you'll go further, faster as one of our tax advisory team.

The emphasis is on getting closer to your clients, understanding their business needs and finding solutions to their problems. The majority of your work will be tax and business consultancy. It's an interesting and influential role offering a continuous intellectual challenge.

The training, like the firm, is truly international with technical and management development

courses, taking place in the UK, Europe and USA. We devote time, effort and expense to your individual requirements.

If you're a commercially aware Chartered Accountant in your 20's or 30's, keen to join a team of tax specialists of the highest quality, the opportunities in tax with Arthur Andersen & Co are exceptional.

Why not find out for yourself by spending some time talking to members of our team.

As a first step to an opportunity that's not just better, but better by far, write to Richard Gould, Tax Division, Arthur Andersen & Co, 1 Surrey Street, London WC2R 2PS or call him on 01-438 3479.

**ARTHUR  
ANDERSEN  
& CO**

## Finance Controller

Board Prospects

c £40,000 + car  
& participation

For a listed property development and trading company with a varied commercial portfolio in the South East of England and on the Continent. Expansion is planned both organically and by acquisition.

You will report to the Chief Executive and in addition to having responsibility for all aspects of financial control you will be Secretary to the Board. There will be a real opportunity to assist in planning the company's expansion.

Probably in your thirties or early forties, you will be a qualified accountant with high quality financial and commercial experience. There is an excellent benefits package including stock options. Location: London.

Please write in confidence to Edward Simpson, quoting ref. S881, at 84/86 Grays Inn Road, London WC1X 8AE.

**CAMERON · SIMPSON**

Consultancy · Search · Selection

## Finance Director

Cheshire based

c £25,000 + car

Our client is a contracting and manufacturing company, which has enjoyed considerable expansion in recent years. With customers throughout the UK, it operates from several locations in the North West and Midlands. The company's objective of sustained growth and profitability now requires the enhancement of its financial direction and control.

Reporting to the Chairman, the emphasis of the post will be the development of financial strategy, and provision and interpretation of meaningful management information. Cash flow forecasting and improved administrative systems are key areas of responsibility, while a significant contribution to commercial decision-making and overall business policy will be a major requirement.

Candidates should be qualified accountants who can bring a breadth of accounting and financial management experience to this growing entrepreneurially-managed business. This is a participatory role, requiring energy, initiative and self-motivation, offering in return a negotiable salary and profit share package including possible share ownership, and relocation where necessary.

Please write in confidence with full career, personal and salary details, quoting R.166, to:

Darran Sewell, Corporate Resourcing, Arthur Young Management Consultants, Commercial Union House, Albert Square, Manchester M2 6LP.



**Arthur Young Corporate Resourcing**

A MEMBER OF ARTHUR YOUNG INTERNATIONAL

## FINANCIAL CONTROLLER

City c. £35,000 + car + bank benefits

We are recruiting for the London office of a progressive and well established overseas banking group with total assets in the region of £3.3 billion. This international branch was set up about two years ago and has already established its reputation as a well respected player in the foreign exchange and money markets and in the corporate lending arena.

The Financial Controller will be a key member of a small senior management team and will assume responsibility for all financial and management accounting and control. In view of the increasing success and complexity of the business, particular emphasis will be placed on building enhanced management information systems and producing strategic data to facilitate corporate decision making.

Candidates will be chartered accountants who have gained several years experience of banking or the financial services sector, either within the profession or in a financial institution, or both. They will have well developed technical skills combined with experience of computer based accounting systems and banking software.

The role will require excellent communication skills and a flexible, professional approach. Candidates will enjoy the challenge of working in a young success orientated environment and making a strong personal contribution, with scope for real career enhancement.

Please write in confidence, with full career and salary details and quoting reference S7781, to Paul Carvosso.

**KPMG** Peat Marwick McLintock

Executive Selection and Search  
9 Creed Lane, London EC4V 5BR



## SYSTEMS ACCOUNTANTS

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To £35,000  
+ Car

- ◆ Graduates
- ◆ Aged 28-35
- ◆ Qualified Accountants  
or
- ◆ MBAs
- ◆ With good systems  
experience

If you are a fast track individual with a head for heights, consider the advantages of joining a leading international management consultancy. Fast growing, with an enviable reputation for technical excellence, they now wish to recruit experienced accountants with the personal and technical skills to provide systems advice to clients drawn from the widest possible industrial and commercial client base, which includes many small growth companies as well as major multinational and public bodies.

Ideally you will have worked for at least one major blue chip organisation and have good line management experience. You will either have designed or implemented manual or computerised systems and procedures or been involved in a significant systems development project.

Applications are invited from graduate qualified accountants with the interpersonal skills necessary to advise clients at the highest levels. In the first instance, please send a detailed curriculum vitae to Trevor Atkinson, FCA, quoting reference 8537.



MANAGEMENT CONSULTANCY RECRUITMENT DIVISION

**DOUGLAS & LLAMBIAS**

DOUGLAS LLAMBIAS CONSULTANCY SERVICES, 410 STRAND, LONDON WC2R 0NS  
TELEPHONE: 01-836 9501

## Financial Manager Designate

Libya

Attractive Package

An exciting, fast-moving multinational, our client is the world's most prestigious oil field services company with operations throughout the globe. They are currently seeking a career-minded individual for the position of Finance Manager Designate.

Initially reporting to the Finance Manager, the post carries full financial and accounting responsibility for the operation; allied with the control and the review of monthly results with local management and Controller Department in Europe this will form the structure of a demanding and challenging role.

You must be at least part-qualified with drive, ambition and confidence. You will be a self-starter, your excellent communicative skills in English and

Arabic, and commercial instincts coupled with an ability to set and achieve goals will ensure you a high profile. Your future: initially you will put your existing knowledge to use in a corporate environment. In the medium-term career development is assured by successful performance and promotion can be expected within 12 months. You will be expected to stay in Libya for approximately 3 years; after which you will have opportunities to work within the Group.

An attractive package is offered with full expatriate benefits. Interested candidates should contact: Tony Seager on London 831 0431, or write enclosing full CV to: Michael Page International, 39-41 Parker Street, London WC2B 5LH.



**Michael Page International**

Recruitment Consultants  
London Amsterdam Brussels New York Paris Sydney  
A member of Addison Consultancy Group PLC

# Operations Director

US Semiconductor sales to Europe

Weybridge

to £30,000 + bonus

Our client is a highly successful major US supplier of active and passive components with European semiconductor sales in excess of US\$16m. This independent company recently decentralised to increase competitive edge and have now relocated their European headquarters to England.

The Operations Director, reporting to the Managing Director, will be a key member of the small flexible management team. The focus initially will be creative: to establish financial and accounting policies and procedures; to select hardware and software to develop MIS, and to set up buy/resale/order processing procedures. The secondary focus will be on co-ordinating operations, involving occasional European travel and liaison with the USA.

The appointee will be a graduate qualified accountant, preferably Chartered and aged 30-35, with a track record of creative contribution, ideally in the accountancy profession and in

commerce. A proactive team player will relish the opportunity to develop this operation.

The remuneration package includes a substantial achievable bonus, car and excellent benefits. Growth prospects for the company are exciting and could generate senior financial or general management opportunities in the UK or overseas.

Please reply to Barbara Robertson, in strict confidence, with details of age, career and salary progression, education and qualifications, quoting reference 5101/TT on both envelope and letter.

**Deloitte Haskins + Sells**

Management Consultancy Division

P.O. Box 198, Hillgate House, 26 Old Bailey, London EC4M 7PL

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# Financial Controller

London-based £25 - 28,000 + car

As a dynamic Direct Market Advertising Agency, our client requires a Financial Controller who has the skill and capacity to grow with their business. Since 1985 they have achieved a turnover of £3,000,000 + and serve an impressive range of blue chip clients. Their projected growth for the coming year means a significant increase in workload and budget, so if you have the qualifications necessary, we need you now.

The successful candidate will be a qualified accountant between 28 and 35 years of age, who has had previous commercial experience. The ambition to match their plans is also necessary - this is a position suited for a real achiever and you will need considerable entrepreneurial flair.

At present they have effective manual systems in operation. A key part of your initial brief is to transfer them onto computer. This position offers challenge, opportunity and a range of excellent benefits. If you think you are right for the job, send a letter of application, together with CV, salary progression and any other relevant data to Kirshen Rundle, Executive Recruitment Division, Stoy Hayward Associates, 8 Baker Street, London W1M 1DA



**Stoy Hayward Associates**

MANAGEMENT CONSULTANTS

A member of Horwath & Horwath International

## FINANCIAL ANALYSIS MANAGER

Putney

Due to continued growth, our client, a major international Hi-tech company, is seeking a Financial Manager to play a key role in the restructuring and subsequent development of its Analysis Department.

Primary responsibilities involve the co-ordination and production of the company budgets, including the development of such software required in the modelling of this information; preparation of monthly reporting package; expenditure control and ad hoc projects.

This position reports to the Financial Controller and involves leading a team of three analysts. Continued liaison with both the Financial and

To £25k + Car

Managing Directors necessitates the ability to present financial data with precision and clarity.

A flexible approach will be an essential aspect of this role, with the successful applicant possessing determination, ambition and tenacity.

The ideal candidate will be a qualified accountant, aged 25-32 with a proven track record in a busy, commercial environment. If you are interested in finding out more about this challenging position, then please contact Edward Akenman on 01-930 7850. Alternatively, please write enclosing brief details to the address below.

**ROBERT WALTERS ASSOCIATES**

RECRUITMENT CONSULTANTS

66-68 Haymarket London SW1Y 4RF Telephone: 01-930 7850



01-409 0695

## Regional Accountant

London/Kent Borders

c.£21,000, benefits, European travel

This high flying, specialist international travel company has an impressive track record. They boast a 950m turnover and a strong commitment to future development and expansion. Internal promotion has created a vacancy for a career minded young accountant to take full responsibility for the day to day running of the European financial operation. Assisted by a staff of 9, you will also be responsible for producing quarterly forecasts, budgets, developing systems with recommendations for improvements, ensuring reporting procedures are met and producing financial and

management reports. Aged 24-30, candidates will currently be studying for final examinations, and will have gained a minimum of two years commercial experience, preferably within a service industry. The ability to communicate effectively is essential together with the strength of personality necessary to formulate plans and motivate staff. Please telephone, or send your curriculum vitae to S. A. Ford, CKL Accountancy Limited, 299 Oxford Street, London, W1R 1LA, telephone 01-409 0695/01-493 0553.

# FINANCIAL CONTROLLER

Cheshire c. 18K pa, car scheme, benefits

This is an excellent opportunity to play a key role in a joint venture organisation operated by a leading finance house and a major European car manufacturer. Enjoying an enviable reputation for service, the business is poised to further develop its well established position in the car sales and leasing market via a network of branch offices and 300 dealers.

You will be responsible to the General Manager for the financial affairs of the company. This will include budgeting and financial reporting, maintaining underwriting standards, risk analysis, funding policy and

appropriate systems development support for the business.

Candidates should be graduates/qualified accountants with financial management experience gained in a similar environment.

They must also have good communication skills, and be prepared to play an active role in the further development of this market leader in the provision of financial services to motor retailers.

Please write in confidence with career and salary details to Peter Evans.

# AMBITIOUS ACCOUNTANT

Managing the present. Investing in the future.

c.£25,000 + benefits

Gatwick

Business for British Airports Services Limited is taking off both in the UK and internationally. We provide specialist expertise and services for the seven major UK airports owned and operated by BAA plc, including Heathrow and Gatwick, and we are increasingly marketing our technical and commercial expertise assertively to a wide range of customers within and beyond aviation circles worldwide.

A dynamic part of a highly progressive organisation, we now seek a top-flight professional to join a small finance team which provides forward planning, control and overview for all our business activities.

Reporting to the Finance Director, you will contribute to the development of budgets and business forecasts for the Company, monitor performance and, increasingly, provide a focus on new business ventures - assessing opportunities and investments, both at home and overseas.

Highly visible at the most senior level, you must be a professionally qualified accountant, probably in your mid- to late-20's, with a proven

track record of achievement and the technical and interpersonal skills to influence major decision makers. You should be familiar with the broad range of investment appraisal techniques, be fully conversant with computerised systems and, ideally, have experience of overseas problem solving and investment activities.

A salary package of c.£25,000pa plus fully expensed company car and private medical insurance indicates the calibre of accountant we require. Career prospects are excellent.

If you have the personal and professional skills we seek, please telephone or send your c.v. to Noel Turner, Manpower Resources Manager, Personnel Services, British Airports Services Limited, Masfield House, Gatwick, West Sussex RH6 0HZ. Tel: Gatwick (0293) 595085.

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## KPMG Peat Marwick McLintock

Executive Selection and Search  
7 Tib Lane, Manchester M2 6DS

## International HQ Financial Management Opportunity

# Ambitious Chartered Accountant

c.£30,000 + car + benefits  
Central London



Our client is a large UK owned specialist service company with an impressive record of growth and profitability at home and overseas. Their progressive management style, a clearly conceived marketing strategy and the ability to respond effectively to change in a competitive market sector, has established them as a major international force. They are totally committed to the development and improvement of their business services.

There is an opportunity for an ambitious Qualified Accountant to join their international headquarters finance function. Reporting to the Financial Controller, responsibilities will include:

- Forecasting and planning
- Preparation and presentation of group results to the board
- Project work, reviews, analysts etc.
- Interface with other corporate departments
- Liaison with operational Finance Directors
- Management of the accounting, reporting and management information process
- Supervision of 8 staff.

For this important and challenging role we are seeking a qualified Chartered Accountant with a minimum of 18 months' post qualification experience gained in a top professional firm. A confident personality and excellent communication skills, combined with a strong commercial awareness and a thorough technical understanding are essential. Success in this high profile role will lead to outstanding career development opportunities within the group.

For further details and a confidential discussion please contact John Bowman on 01-587 3400 (out of hours 0474 874473 or 0923 720284) or write to him at Financial Selection Services, Drayton House, Gordon Street, Bloomsbury, London WC1H 9AN.

# FINANCIAL CONTROLLER

City £30,000 + car

Our client is a small privately owned and rapidly growing company providing a range of investment advisory and portfolio management services to individuals, many of whom are UK expatriates currently working overseas.

The Managing Director wishes to recruit a Financial Controller who will be responsible to him for controlling and developing the accounting function, including efficient client services, planning and control of profitability and meeting the regulatory requirements of FIMBRA. Computerised systems are well

developed on a number of PC's and there are good supporting staff.

Applicants should be young chartered accountants with some knowledge of the financial services and securities markets. They must be strongly self motivated achievers who wish to grow with this entrepreneurially run business. The rewards include a good salary, bonuses and car.

Please write in confidence with full career and salary details, quoting reference 8036 to John W. Hills.

## KPMG Peat Marwick McLintock

Executive Selection and Search  
9 Creed Lane, London, EC4V 5BR

Handwritten signature or mark at the bottom of the page.



# FINANCE DIRECTOR

## Growth Orientated PLC

£50,000 + car + share options

Our client, who is firmly based in the manufacturing sector, is already valued at £150 million. Organic growth and further acquisitions are expected to double this figure within the next three years and redouble it in a further three years.

The recruitment of an accomplished Finance Director is seen as essential to the pursuit of these objectives. Suitable candidates will offer broad experience in dealing with the City, including involvement in acquisitions and disposals. The appointee will be expected to quickly earn the respect of

senior colleagues and professional advisors through ability to see beyond operational figures and play a key role in the Company's strategy.

The Group Headquarters are located in a pleasant area approximately one hour by fast train from the City and a generous relocation package is available.

Applicants should send brief details in the first instance to Justine Stephens-Clark, quoting reference W7401 and naming any organisations to whom they should not be forwarded.

### KPMG Peat Marwick McLintock

Executive Selection and Search  
9 Creed Lane, London, EC4V 5BR

# APPLICATIONS FACILITIES POLICIES

## Our Senior Computer Auditors are concerned with them all

You will, of course, be aware that we are one of the world's largest oil companies but you might not have been aware that we are one of the most international, and most decentralised, of all multi-national groups. Which explains why the role of Senior Computer Auditor within Shell is an unusually broad one and akin to that of a consultant.

Liaising extensively with senior managers, our Computer Auditors are responsible for advising on the controls covering all aspects of the use of computers throughout the diverse business units within our central offices and in our operating companies, both UK and overseas. Working individually or with a colleague, on a project basis, they are involved not only in reviewing computer applications, facilities and policies but also in setting audit standards and procedures and in systems development.

To join us as a Senior Computer Auditor - initially on a 3 or 4 year contract - you will need acute analytical/critical faculties, impressive interpersonal skills and a mature commercial judgement. Probably with a degree or an appropriate professional qualification and some previous audit experience, you will have a substantial record of involvement in the development or the use of computer applications. You should also be prepared to spend up to two months per year overseas, if required.

Your starting salary will be in excess of £25,000 and the experience, insights and recognition that you gain with Shell will open up a wide range of possible career development opportunities - which could include, in certain circumstances, a transfer to permanent employment with us.

Please send a full CV quoting Ref. No. 6/88 to: Jane Martin, Shell International Petroleum Co. Ltd., Recruitment Division, PNE1231, Shell Centre, London SE1 7NA. Alternatively, if you would like to know more about these opportunities please phone Alan Hughes on 01-934 3628 for an informal discussion.



# Finance Director Designate

City

to £35,000 + banking benefits

Our client is a rapidly expanding asset management company with funds under management in excess of £300 million. Wholly-owned by an international bank, the company oversees both private portfolios and high performance unit trusts. Based in London, other locations include Hong Kong and the USA.

Reporting to the Managing Director, you will have an interesting and challenging role - controlling and co-ordinating all financial activities, creating highly responsive management information systems and contributing at a strategic level to future business development. The position demands a proactive approach - success will lead quickly to a Board appointment. You will be a qualified Chartered Accountant in your thirties with significant experience in the investment and securities

sector. With a strong personality, you will have the ability to organise detail as well as maintain a strategic overview of the financial area. Managerial and team building skills are essential. Please send full personal and career details in confidence to Alison Hawley, quoting reference 5075/FT on both envelope and letter.

**Deloitte Haskins + Sells**

Management Consultancy Division

PO, Box 198, Hillgate House, 26 Old Bailey, London EC4M 7PL

# CAPARO

## Group Chief Accountant To £25,000 + Car + Share Options

Caparo Industries Plc is a broadly based manufacturing, engineering and electronics company. The company has set ambitious growth targets and is expanding both organically and by acquisition. The Group's turnover is approximately £140 million.

Group restructuring has created an opportunity to join the small, close-knit Head Office team.

Reporting to the Group Finance Director, this is a broadly-based commercial role. Your responsibilities will include the co-ordination of the annual statutory accounts, group budgets and all aspects of the company's planning and forecasting. In addition you will be involved in a variety of ad hoc projects, including

acquisition work. The role will involve some travel in the Midlands.

The successful applicant is likely to be an ACA with two years post qualification experience, preferably in a commercial environment. This position will be both challenging and rewarding, and will require the ability to think on one's feet. You must be determined, self-motivated, bright and ambitious. It is envisaged that you will be ready to assume a more senior role, probably at an operating level in two to three years.

If your background and aspirations can match up to our own high standards, please telephone David Northmore on 01-831 2000 or write to him at Michael Page Partnership, 39-41 Parker Street, London WC2B 5LH.



**Michael Page Partnership**

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide

A member of Addison Consultancy Group PLC

# CRAWFORD HALLS PARTNERSHIP

## Financial Director Designate Advertising

c £23k + CAR North West

The Crawford Halls Partnership is the rapidly growing £8m + billing Northern arm of the Saatchi & Saatchi UK regional network.

The successful candidate (he/she) will be qualified, young, 27+, living within commuting distance of Manchester, ambitious and computer numerate. Service industry experience and the ability to handle dynamic situations are essential.

Responsibilities will include office management as well as full financial control, supported by a small but highly professional team.

Membership of the Board will be reviewed after six months.

Please send CV to:

Herbert Levinger, Group Financial Director, 33-35 Queen Square, Bristol BS1 4LU.

# PARTNERSHIP ADMINISTRATOR

London WC2

c£35,000 + car

A young and progressive firm of Solicitors has created a new position to provide essential support to its twenty Partners and senior staff.

Reporting to the Partners and working alongside the Partnership Secretary responsible for finance, your role will encompass premises management, communications and technology, personnel, and all administrative and legislative matters affecting the practice. There will be regular attendance of committee meetings with responsibility for ensuring that the decisions of the Partners are implemented.

Ideally in your 30s, probably qualified as a Chartered Secretary or Accountant, you should have experience of working within a professional environment where there have been both administrative and financial roles.

This is viewed as a long term position which will evolve to encompass other areas as the firm continues to thrive in a changing and competitive environment.

Please write, enclosing a career/salary history and daytime telephone number, to John P. Sleight FCCA quoting reference J/700/BF.

LLOYD MANAGEMENT Selection Consultants 125 High Holborn London WC1V 6QA 01-405 3499

LLOYD MANAGEMENT

# Wickes plc

## Operational Review

£23,000 + Car

Wickes plc is the only independently quoted U.K. DIY retailer. Over the last three years operating profits have shown compound growth in excess of 40% and the group is continuing a major store expansion programme to sustain that growth both in the U.K. and Europe.

You will join the small Corporate Head Office team, based in the West End, and be responsible for the review and evaluation of the operating systems of U.K. subsidiaries. Reporting to the European Audit Manager, your objective will be to strengthen management controls and to identify additional profit opportunities. The position is seen very much as a stepping stone, and you will be encouraged to assume a more senior role

within the organisation in the next eighteen months. The successful candidate is likely to be a recently qualified ACA, preferably from a 'big 8' firm. You must be energetic, lively and bright. The position demands a committed individual, self-motivated and ambitious, with a strong sense of initiative and commercial acumen - this is a chance to move away from constant supervision.

If you feel you have the ability and drive to succeed in a dynamic and commercial environment, please telephone David Northmore on 01-831 2000 or write to him at Michael Page Partnership, 39-41 Parker Street, London WC2B 5LH.



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## FINANCE DIRECTOR c.£30k + car Home counties

Substantial, profitable and expanding autonomous subsidiary of a major plc seeks a tough, highly skilled and results orientated accountant with experience in fast moving, EDP controlled, multi-site operation and knowledge of new ventures and acquisitions.

Please write with full cv, including telephone numbers, quoting Ref.5161 to Dr Halliday, Douglas Halliday Executive Search Mill Forge, Aston-Under-Hill, Eversham, WR11 6SS

## Enhancing Shareholder Value...

**Strategic Planning and Finance**  
**London** **to £35,000+ Benefits**

We are acting on behalf of a blue chip financial services group with substantial international operations. The Company adopts a progressive business approach with a strong emphasis on successful growth through exploitation of competitive advantage.

We are seeking a high flier to identify and pursue acquisition opportunities, develop corporate strategy, advise on market competition and business developments. This is a high profile position which is seen as an entry point for future executives where you will advise top level management in critical commercial decisions.

Candidates will be either: qualified chartered accountants, aged 27-30 who since qualification have gained a minimum of one year's experience in business investigations/corporate development in practice or industry, or an MBA aged 27-33 with a minimum of two years' experience in strategic planning/acquisitions.

If you possess the necessary qualities and are excited by the challenge offered, you should write to Jon Anderson, ACMA, Executive Division, enclosing a comprehensive curriculum vitae and daytime telephone number quoting ref. 495 at 39-41 Parker Street, London WC2B 5LH.



**Michael Page Partnership**

International Recruitment Consultants  
 London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide  
 A member of Addison Consultancy Group PLC

## Deputy to the Controller

**International Public Group**  
**Qualified ACA** **Package in Excess of £30,000** **Central London**

This profitable and expanding international public group with turnover in excess of \$240m, with major interests in energy transportation and Cruise Liners, is a market leader. This is a unique opportunity to enjoy early responsibility in a fast moving, challenging environment within a highly automated accounting department.

As Deputy to the Controller your responsibilities will include the management of a young team, the monitoring of financial results, reports on performance to shareholders, special project work and the development of computer modelling techniques. In addition you will deputise as necessary for the Controller, develop and co-ordinate the group planning.

In your mid to late 20's and an ACA with a degree and a good examination record you have recently qualified with a leading accountancy practice. You may have post-qualification experience gained in a commercial environment. A self-starter and adaptable you are capable of managing and motivating a team as well as communicating effectively at all levels.

The package is generous and offers a competitive salary commensurate with age and experience, an attractive range of fringe benefits and a company car. Please write with full career and salary details in complete confidence to Margaret L. Elliott of Cripps, Sears & Partners Limited, Personnel Management Consultants, International Buildings, 71 Kingsway, London WC2B 6ST. Telephone 01-404 5701.

**Cripps, Sears**

### Vice President/Consultant International Treasury Management Leading Swiss Bank

Our client is the general management of a leading Swiss bank with an expanding network of foreign subsidiaries, branches and agencies. The mechanisms connected with worldwide support for international enterprises are being actively developed in the Zurich head office on the basis of the needs of modern Treasury Management.

The resulting environment provides a project leader personality with financial management (consultancy) qualifications and experience with two areas of great potential development: active marketing on an international level and the introduction of complex treasury management systems and services.

Successful candidates will have a degree or recognized financial qualification, above-average analytical and communication skills, an excellent marketing background and/or thorough knowledge of financial products. They will need to show good international skills, business acumen and motivational ability since the positions involve working with all levels of the customer's and the bank's organizations. Knowledge of English and German (French) is essential.

In return for your skills, drive and commitment to the constantly growing challenge of financial management, our client offers the kind of remuneration package you would expect from a leading Swiss bank - plus a highly exciting and demanding environment in which to develop your career!

We will provide further information during a personal meeting against an assurance of absolute confidentiality. Write to the independent recruitment consultant: W. Rubin (Telephone: office 01/202 65 75 or home 01/761 79 11).

R & C - Executive Recruitment Ltd., CH-8039 Zurich,  
 P.O. Box, Freigutstrasse 24, Phone 01-202 65 75

### CHIEF ACCOUNTANT Surrey

MORFAX is a well established, high precision mechanical engineering manufacturing company, widely involved in the defence, nuclear and aerospace industries. The Company seeks to fill this key position: reporting to the Financial Controller, candidates should be Chartered Accountants, with at least five years post qualification, and preferably with experience in engineering, contracting or manufacturing, and taxation.

The package includes a negotiable salary circa £20,000, a fully maintained Company car, 25 days annual holiday, non-contributory pension and life assurance, and private medical insurance. Age: probably between 30-40 years.

Applicants interested in this challenging opportunity should apply in the first instance to:

Mrs M Butson, Personnel Department  
 Morfax Limited, Willow Lane,  
 Mitcham, Surrey CR4 4TD  
 Telephone: 01-648 7040

## Finance Controller

... a challenging opportunity to influence change

to £30,000 + car + benefits **Humberside**

With a turnover in excess of £20 million per annum and part of a major international group, our client is engaged in industrial batch processing. In recent years, considerable changes have taken place in management style, organisation and systems. The next phase of development will require a dynamic and experienced accountant to join the compact management team and successfully influence progress.

Reporting to the MD and a member of the Board, your major challenge will be to examine all aspects of the company's production and trading activities and then design and introduce appropriate reporting systems to improve management control of the business.

Probably over 30 years and professionally qualified, you must have significant detailed experience of management accounting procedures gained in a fast-moving industrial environment. Flexibility of approach, a pragmatic attitude, the ability to institute change and handle a wide range of different issues are all important.

Given success, career development opportunities either within the Company or the Group are excellent.

The attractive remuneration includes salary with bonus as indicated, company car and a range of other benefits including generous assistance with relocation.

Please write - in confidence - with full details. Peter Roberts, ref. B.63240.  
 MSL International (UK) Ltd, Oak House, Park Lane, Leeds LS3 1EL.  
 Offices in Europe, the Americas, Australia and Asia Pacific.



**MSL International**

## FINANCIAL CONTROLLER

A leading financial services organisation based in Northern England, wishes to appoint a new Financial Controller as part of its strategy for further growth.

- **RESPONSIBLE** to the Finance Director, the Financial Controller will ensure that the reporting and accounting systems are able to meet the present and future demands of a changing business environment.

- **THE NEED** is for a qualified accountant with experience in service or industrial organisations.
- **SALARY** up to £40,000 plus usual financial sector benefits and generous relocation package.

Preferred age: 35-40.

Write in complete confidence to:

St. James's Corporate Consulting,  
 Dept. 30, St. James's House, 47 Red Lion Court,  
 Fleet Street, London EC4A 3EB.



CAMBRIDGE UNIVERSITY PRESS

## Financial Director

**Cambridge** **£30,000-£40,000+Car+Attractive Fringe Benefits**

Cambridge University Press is the self-financing charitable publishing and printing arm of the University of Cambridge, and it is an integral and inseparable part of it. Established in 1534, it began printing and publishing in 1584; it is the oldest press in the world, and the oldest Bible publisher in the world, and currently publishes over 1,100 books a year and 100 scholarly journals. The Press has a multi-million pound turnover, employs about 900 people, and maintains an impressive financial stability with which to pursue its primary objective of disseminating knowledge. The business is extensively international, with its own operating branches in the USA and Australia, and over 70% of its publications are exported to over 150 countries. (The Press won the Queen's Award for Export Achievement last year.)

A requirement has now arisen for a Financial Director to be the operational financial director of the Publishing Division and to be the overall senior financial executive of the Press as a whole. You will therefore have a dual reporting line to both the Managing Director of the Publishing Division and the Chief Executive of the Press.

Your responsibility will include the management of a staff of 26 in carrying out a full divisional finance function, with particular emphasis on providing timely and relevant financial information. For the

Press as a whole, you will prepare consolidations for the annual accounts, and because of the international nature of the business and the need to optimise the use of funds, treasury management will also be an important element. You will be expected to make a substantial contribution as a member of the senior Press team to the general management of the Press.

The successful candidate is likely to be aged 53 to 65 and to be a graduate Chartered Accountant. You will be attracted by the cultural and intellectual environment, where financial success has been achieved through an entrepreneurial business approach to a wide variety of charitable knowledge-disseminating activities. An essential quality will be the ability to understand and operate in a major international charitable trading enterprise, where financial and business efficiency is vital but secondary to the primary academic and scholarly objectives.

In addition to an excellent salary and a fully expensed car, there is a range of very attractive fringe benefits.

This unusual role demands a special individual. If you can identify with the above description, I would be pleased to receive your C.V. in application: Wayne Thomas, Executive Division, Michael Page Partnership, 6 Sheet Street, Windsor SL4 1BG.



**Michael Page Partnership**

International Recruitment Consultants  
 London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide  
 A member of Addison Consultancy Group PLC

**International  
 Accountancy  
 Appointments  
 Appear Every  
 Thursday**

## CHIEF ACCOUNTANT

circa £28k Package + car + benefits **Leeds**

Burton Retail is one of the largest divisions of Britain's most successful retail business with some 600 menswear fashion outlets.

Due to the continuing success and expansion of our division an exciting new opportunity now exists for a senior manager to join our finance function in Leeds, responsible to the Financial Controller.

We are looking for a seasoned professional whose prime responsibility will be the day-to-day running of the Finance Departments with the emphasis being on the management of 120 professional and clerical staff. Other responsibilities will include the development of financial controls, reporting systems and the provision of management information together with the on-going requirement to prepare both the monthly and annual accounts.

Candidates for this position must be qualified accountants but more importantly must be able to demonstrate the personal qualities and strengths required to operate at this level, notably communications, leadership and motivation skills appropriate to the management of a large team.

Career opportunities within Burton are exceptional and it is envisaged that the individual appointed will progress to a senior level within the Group.

If you wish to apply for this key post, please send details of your education, experience and current salary to:-

John Parr, Personnel Manager, Burton Retail,  
 Hudson Road, Leeds LS9 7DN.

Relocation assistance will be provided where appropriate.

## BURTON

### Newly Qualified Accountant

City of London c. £23,000 p.a.

A large international organisation in the Holborn area of the City has a vacancy for a newly qualified Chartered Accountant or recent finalist awaiting his/her results with a view to early promotion to Financial Controller. Salary dependent on qualifications.

Applicants should have served their articles with one of the major accounting firms.

Benefits include non-contributory pension scheme and life assurance; personal accident insurance; staff restaurant; initial holiday entitlement of 23 days per annum; assistance with BUPA membership and sports and recreational facilities.

**Confidential Reply Service:** Please write with full CV quoting Reference 2120/AL on your envelope, listing separately any company to whom you do not wish your details to be sent. CV's will be forwarded directly to our client who will conduct the interviews. Charles Barker Recruitment Limited, 30 Farringdon Street, London EC4A 4EA.

**CHARLES BARKER**  
 ADVERTISING · SELECTION · SEARCH

## FINANCIAL CONTROLLER

**BEDFORDSHIRE · ATTRACTIVE SALARY + CAR**

A new appointment at the head of the financial function of a recently acquired subsidiary in our clients American-owned business, will call for much more than excellent accounting skills.

The brief will involve the implementation of professional financial management and controls and the development of proper planning, forecasting, budgeting and reporting systems to bring acquisition into line with the high standards of the parent company—a major multi million pound enterprise.

The role will also involve you in contract costing and the interpretation of data for a demanding and profit-conscious Board.

You will also develop computer facilities to interface with Head Office Systems.

A future senior manager in industry—with all that implies—you are under 36 years and fully qualified. Already a capable manager of people you are used to the style, thinking and professional communication skills of big business.

Our clients offer a superb package of benefits including pension and life assurance, BUPA, and relocation expenses.

Write, (enclosing a C.V.) to Mrs. E. Kitchen, Recruitment Manager, Executive Recruitment Advisory Services, 2 Market Hill, Diss, Norfolk, IP22 3JZ.

**ERAS**

# Chief Accountant

to £30,000 package + Car  
Essex

This client is a manufacturing and service group of companies, t/o £130m, and is part of a highly regarded blue chip UK plc. As a result of new product developments, acquisitions and joint ventures the Finance Director now seeks to strengthen his financial team with the appointment of a Chief Accountant. Reporting directly to the F.D. the successful candidate will head a team of 70 staff.

The role encompasses total accounting and reporting responsibilities across the business. It will also require a positive contribution to systems improvement that will relate directly to the success of the business.

Candidates should be qualified accountants, age indicator 30-35, who can succeed in an environment of

change. Enthusiasm with good management skills and a strong personality for this high profile position are vital. There are excellent career prospects within this major plc and relocation assistance will be available.

Please write or telephone enclosing full curriculum vitae quoting ref. 210 to:

Philip Cartwright FCMA,  
97 Jermy Street,  
London SW1Y 6JE  
Tel: 01-839 4572

**Cartwright  
Hopkins**

FINANCIAL SELECTION AND SEARCH

## CYNCOR SIR GWYNEDD COUNTY COUNCIL County Treasurer

(Second Advertisement)  
Salary Package c.£38,000

The Council is seeking to fill this Chief Officer post by August, 1988 on the retirement of the present County Treasurer. As the Chief Officer of the Finance Department the Treasurer is responsible for giving financial advice to the County Council and he is generally responsible for the management of the Council's finances.

The Treasurer will be expected to contribute to the corporate management of the County Council through the Chief Officer's Management Team.

Applicants should be qualified accountants, CIPFA, or ICA. They should have proven management ability in a large and complex organisation.

Ability to communicate in Welsh and English essential.

Car allowance and assisted purchase facilities available. Financial assistance towards recruitment expenses in appropriate cases.

Closing Date: 28th March, 1988.

Application forms and further particulars available from the  
County Personnel Officer, County Offices, Caernarfon,  
LL55 1SH. Tel: (0286) 4121 ext 2078.

### JOBS DOWN UNDER

Accountancy positions available in Australia -  
Banking, Insurance, Mining, Petro-chemical,  
Food and Travel.

Tel: Beverley Kite 0532 - 681448

# Divisional Financial Controller

c.£25,000 Lancashire

The organisation is a £350m multi-site division of a major British industrial multinational which offers good long term career prospects. Through technical innovation, product performance and reliability the division has become a market leader and is recognised as a prime supplier worldwide.

This key role will be instrumental in driving forward the financial performance of the division, with high visibility which includes working at board level and handling a variety of important external relationships. The responsibilities include interpreting and reporting on financial results, performance and forecasts; developing the divisional information systems and financial strategy; enhancing and advancing the substantial head office accounting function; providing support to optimise product profitability and pricing decisions; and evaluating and controlling major projects. Successful performance should result in an early opportunity to undertake broader management responsibilities.

Candidates must have a sound record of achievement in financial management with significant experience in the management of change, preferably gained in large industrial organisations. Well developed commercial awareness and the professionalism to be of influence at board level are essential. The successful applicant will probably be a Chartered Accountant in the 35-45 age group. Relocation assistance is available where appropriate. Initial interviews will be conducted locally.

Please reply in confidence quoting Ref. E103 to:

Adrian Edgell  
Mason & Nurse Associates  
5a Stratton Road, Egham  
Surrey TW20 9LD. Tel: 0784 71253  
Offices in London, Birmingham and Egham.

**Mason  
& Nurse**  
Selection & Search

## A Chance To Shape The Future Of Auditing

Chartered Accountant

£24,000+Relocation

Within the Institute of Chartered Accountants in England and Wales, some 20 professionally qualified staff of the Technical Directorate are involved in the development of guidance to all branches of the accountancy profession and the interpretation of legislation.

In particular the Institute's Technical Directorate provides staff for the Auditing Practices Committee, the focal point for the combined experience and opinions of many of the most senior auditing specialists.

An exceptional opportunity has arisen for a recently qualified chartered accountant to act as the immediate link with the Committee. You will be in the position of making a direct contribution to the ongoing review of auditing practice and, at the same time, uniquely placed to influence the

scope and conduct of auditing in the future.

In addition, you will be maintaining a regular series of contacts with key organisations as well as the specialists in this rapidly changing field who are actually making decisions for the profession as a whole.

If you are fully qualified and a graduate aged (26-32) keen to become involved in the technical and policymaking aspects of the profession, then this is an excellent opportunity to develop your skills.

Successful candidates will have a good range of technical skills gained in a progressive practice.

For further information contact Juliet Coombe on 01-631 2000 or write to her at Michael Page Partnership,  
39-41 Park Square,  
London WC2B 5LN.

**Michael Page Partnership**

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide  
A member of Addison Consultancy Group PLC.

## Hi-Tech Financial Controller

High Wycombe, S. Bucks

£27,500 + Car

Our client is an international data communications company specialising in design, manufacturing and systems organisation. The groups success is based on the quality of its products, experience of customer requirements and its reputation in the market.

They are now seeking to recruit a high calibre qualified accountant who will play a major part in the continued expansion of one of the operating companies. The role will involve ensuring the provision of timely management information, financial forecasting, budgeting, working capital management, corporate planning and development. He/she will

be expected to play an important role in the management of the organisation.

The ideal candidate, aged 28-35, will be a qualified accountant, ACA/ACMA/ACCA, with five years industrial experience. Well developed communicative skills, a strong personal presence and commercial awareness are essential qualities for this demanding role.

Interested applicants should write enclosing a comprehensive CV to Stephen Doyle ACA at Michael Page Partnership, Kingsbury House, 6 Sheet Street, Windsor, Berkshire SL4 1BG quoting reference: SV 1063.

**Michael Page Partnership**

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide  
A member of Addison Consultancy Group PLC.

*Country Artists*  
**Financial Controller**  
Stratford-upon-Avon  
c.£20,000, Car, Benefits

**Hoggett Bowers**  
Executive Search and Selection Consultants  
BIRMINGHAM, BRISTOL, CAMBRIDGE, CANNON, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD and WINDSOR  
A MEMBER OF BLUE ARROW PLC

Founded in 1978, Country Artists is a specialist recruitment agency based in the rolling Warwickshire countryside. The company is a market leader in producing finely detailed models of such items as Birds, Animals and Figures. The Company employs over 90 people and has a turnover in excess of £2 million at present, with a tremendous growth rate of 50% per annum. This expansion has created the need for a Financial Controller to report direct to the Managing Director. Responsibilities will include day to day running of the Company and preparation of future plans. You should be aged 30-35 with an accountancy qualification. Ideally you will be a good all round accountant prepared to become involved with a high growth Company with a view to eventual promotion. It is an exciting opportunity to join a company in a pleasant part of Warwickshire, with good benefits and a relocation package where applicable. Male or female candidates should submit in confidence a comprehensive C.V. or telephone for a Personal History Form to, C. Pritchard, Hoggett Bowers plc, 13 Frederick Road, Edgbaston, BIRMINGHAM, B15 1JD, 021-455 7575, quoting Ref: H16032/FT.

## FINANCIAL CONTROLLER c. £27,000 + CAR

Based in Croydon FX International Limited is a recently formed company in the computer industry. Rapid sales growth and expanding sales in United States have created this position which requires an aggressive management style and commitment to team work and growth.

We are seeking a fully qualified accountant with 5-10 years experience in a commercial environment. The successful candidate will be a key member of the management team and will take an active role in the decision making process. This individual will assume responsibility for all facets of financial management including general accounting, treasury and investor relations. Strong communication skills and a working knowledge of computerised accounting systems is essential.

Candidates should apply in writing giving full CVs to:  
A Jurkonis, FX International,  
14 Imperial Way, Croydon Surrey CR0 4RR

### CHARTERED ACCOUNTANT

SALARY UP TO £25,000 PLUS CAR.  
Required by Mercedes-Benz main agents in South West London. Candidates should be aged between 28 and 38 years with at least two years commercial experience in a computerised environment. Please send your current C.V. to:

G.C. Barker, Director Finance,  
Geyfords Ltd, 1 Stafford Road  
Wallington, Surrey. SM6 9AQ

**LANCASTRIAN BUILDING SOCIETY**  
**Assistant General Manager  
(Treasury and Finance)**  
Executive Salary + Car + Benefits Manchester

The Lancastrian is a progressive and fast expanding regional Building Society with assets exceeding £180 million. To meet these expansion needs, this new senior management appointment has now become available.

Your brief will be to provide financial, administrative and computer support and to manage a small department. You will develop management information and forecasting systems, and will strongly influence cost and pricing decisions relating to the future strategy of the society.

Treasury management, profit/cash flow projections, statutory account preparation and the production of monthly management reports will form the basis of this key role. You will also be required to deputise for the General Manager in negotiating with bankers and other advisers.

The ideal candidate should have first hand experience in the corporate treasury or investment areas, preferably within a financial institution. Familiarity with up-to-date computer systems is essential, as is the ability to enhance existing controls, methods and procedures. You should have above average communication, management and interpersonal skills with the desire to innovate within a high pressure environment. Commercial awareness and critical judgement are, therefore, essential qualities.

Interested candidates should write with full personal, career and salary details to the company's advisers quoting ref. 153/BIL.

**Walton Churchill**  
Walton Churchill Ltd,  
Britannic House,  
32 High Street, Northwich,  
Cheshire, CW9 5BL.

## FINANCIAL DIRECTOR

**Demanding, Rapid Growth Service Industry**

**SOUTHAMPTON** £30,000 + car

Our client is a dynamic, young company, servicing a specialist sector of the retail industry, nationally. Rapid growth has been achieved through the identification of a niche market that should ensure a further doubling in size within 2 to 3 years.

The Financial Director is a key member of the Board and will play a leading role in the strategic planning and development of the Company. The ability to establish effective relationships with the Company's advisers and to contribute to the development of computerised operational systems is essential.

Applicants in their early 30's must be qualified accountants who are now ready to take on full responsibility for the financial and secretarial functions of a rapidly expanding company. Adaptability and flexibility are essential personal qualities.

Benefits will include stock options and a fully expensed company car.

Applicants of either sex should telephone for an application form or send a full C.V. quoting Ref. 1147 to M.R. Salzer, Director, Hales & Hindmarsh Associates Ltd, Century House, Jewry Street, Winchester, Hampshire SO23 8RY. Tel: (0962) 62253.

**Hales & Hindmarsh**  
CONSULTANCY SEARCH SELECTION

**Grimley J R Eve COMPANY ACCOUNTANT**  
CHARTERED SURVEYORS  
Birmingham City Centre c.£20,000 + bonus, car & benefits

Grimley J R Eve is a major national chartered surveying partnership with a large Birmingham office primarily serving the West Midlands. It has a long history of first class service to clients and a record of rapid growth, especially in recent years.

The partnership accountant will manage all the accounting functions for the firm's offices in Birmingham, Bristol, Manchester and Leeds and will develop and be responsible for introducing new systems as well as ensuring that they operate efficiently through a supporting team. This will be an excellent career move for a qualified accountant with some experience in industry or commerce, perhaps at No. 2 level, who is ready to run a department, in a top quality, professional organisation. Terms and conditions include substantial bonus potential and other benefits.

Please send C.V. or telephone for an application form from C.W. Thaxter, Director, Sterling Search & Selection, 130-134 High Street, Solihull B91 3SX Telephone: 021-704 4334

**STERLING SEARCH & SELECTION LIMITED**

**Finance director**

North West, c£30,000 + car



Recent years have seen considerable diversification by this £35 million turnover company. They have produced high volume manufacturing facilities which are at the leading edge of technology. Their markets are highly competitive and ever evolving with the result that, in order to remain at the forefront, they need to ensure the business is capable of exploiting the opportunities and potential now emerging. Your task will be provide the controls and necessary regulators. There will be strong emphasis on decisive leadership in the development and implementation of reactive information and management reporting systems. You will play a key role in decision making in the business as part of a small, integrated board during a time of considerable change.

Probably aged in your late 30's, you will be a qualified accountant. You must be fully proven as a number one in a substantial and financially well managed manufacturing business. Your strengths in management accounting and systems will need to be backed by good, all round accounting skills. Your motivation must be bottom-line led in developing and achieving ambitious growth strategies. Salary will not be a limiting factor in making the right appointment. Résumés please, including a daytime telephone number to David Owens, Ref. D.281.

**Coopers & Lybrand Executive Selection**

Coopers & Lybrand Executive Selection Limited

St James's House Charlotte Street Manchester M1 4DZ

**Financial Director****Subsidiary of Apricot Computers plc**

The requirement is for a CIMA qualified individual to influence all aspects of the multi million pound turnover services division which is currently experiencing dramatic change and rapid growth.

• c. £35,000+

• Executive car

• Private Petrol, BUPA, Share Options

• Birmingham

The role will pose considerable challenge to an existing Financial Controller/Director with an electronics company background and specifically plant level experience. The task also demands computer literacy, the ability to handle stress and the personal discipline to ensure adherence to meeting predetermined objectives.

The successful candidate can expect to be viewed as a senior member of the group Finance team and will actively participate in planned organic and acquisitive growth.

For consideration, please forward a written application to our recruitment advisors at the address below quoting ref. FT 101. Confidentiality Guaranteed.



11 THE SQUARE, BROAD STREET, BIRMINGHAM B15 1AS, TELEPHONE: 021-631 4030

**Specialist Accountancy Recruiters**  
A Division of Specialist Recruiters International Ltd.

LONDON 01-486 0875/486 0461

BRISTOL 0272 294195

BRUSSELS 010-322-640 716171

**FINANCIAL CONTROLLER**

CENTRAL LONDON

£25,000 + CAR

**ADVERTISING GROUP** formed as a result of merger between two old established names have identified key recruitment requirement. They need a Financial Controller whose initial brief will be to harmonise systems group-wide utilising networked p.c.s/IBM system 36. Reporting to board level, Candidates will be required to adopt a questioning attitude about all aspects of the company's finance operations with a view to improving and streamlining a department which currently employs ten staff. Candidates should have qualified in the last two years, and have knowledge of financial modelling on p.c.s and be able to show demonstrable progress in a commercial or public practice environment. Success in developing an efficient professional finance function will be rewarded by opportunity to progress to directorship in medium term. Interested candidates should telephone on 01-629 8863 for further details or send a c.v. to the address below.



RECRUITMENT CONSULTANTS

BOND HOUSE, 19-20 WOODSTOCK ST, LONDON W1R 1HF  
01-629 8863

**DIVISIONAL BUSINESS ANALYST - RETAIL**

Newly/Recently Qualified Accountant

C. London c. £21,000 + Benefits

Based within the retail/luxury goods division of this British £multi-million leisure company, a newly/ recently qualified accountant will provide financial input to key marketing proposals and decisions.

Reporting to the Divisional Director, you will analyse product positions and distribution networks within the international market place, monitoring profitability trends.

Aged 23-27 and qualified ACA/ACCA/ACMA, you should be aiming for either Divisional Controlship or a Head Office finance role within 2 years.

Please call NICOLA LENDRUM. Ref: 5205.

**Alderwick & Peachell PARTNERS LTD**

ALDERWICK PEACHELL and PARTNERS LTD.,  
Financial and Accountancy Recruitment,  
125 High Holborn, London WC1V 6QA.  
Tel: 01-404 3155.

**APPOINTMENTS ADVERTISING**

For further information call 01-248 8000

**Tessa Taylor**  
ext 3351

**Deirdre Venables**  
ext 4177

**Paul Maraviglia**  
ext 4676

**Elizabeth Rowan**  
ext 3456

**Patrick Williams**  
ext 3694

**Finance Director**

to £25,000 package + car

**B.A.A. Stansted**

Stansted Airport Limited is a rapidly developing subsidiary of BAA plc, the world's leading international airport group which owns seven of the UK's major airports, including Heathrow and Gatwick.

This Company has commercial responsibility for the development of Stansted as London's third airport, providing an outstanding opportunity for a high calibre accountant to make a significant contribution at Company Board level towards its continuing growth and success. To meet anticipated demand £295 million is being spent on a new terminal and facilities.

With a key role in planning, developing and implementing financial policies and systems, the Finance Director will report to the Managing Director, Stansted Airport Limited, and will be expected to make a major contribution to

the overall development of the business.

Interested applicants should be qualified, aged 27-35 and be able to demonstrate a successful track record to date as well as possessing excellent interpersonal skills. In addition, the ability to show an imaginative approach towards solving commercial problems will be a key factor in the selection process.

A highly competitive benefits package is offered including relocation where appropriate, and excellent career prospects as a member of the senior management team in an expanding business.

For further details of this position contact John Zafar on 0727 65813 or write to him at Michael Page Partnership, Centurion House, 136-142 London Road, St Albans, Herts AL1 1SA.



**Michael Page Partnership**

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide  
A member of Addison Consultancy Group PLC

**Financial Accountant**

To £20K + benefits • City

Here is an opportunity for a newly qualified ACA or equivalent with good interpersonal skills to join one of London's leading Stockbrokers in a real 'business' role. Concentrating on their market making division you'll provide day to day financial control, liaising constantly with the whole department right from reconciliations units to risk managers and senior operations and trading executives.

It's a role key to the department's ultimate profitability and success. Performance analysis, management information statistics, funding/stock borrowing requirements, profit/loss reporting, the implications of new ventures - all come under your brief and all will represent a tough challenge.

Communications skills are paramount as is a knowledge of mainframe systems, spread sheets and other software. Experience in introducing new accounting systems would be very useful as would a familiarity with the workings of the Stock Exchange. To the salary of around £20K will be added benefits that include free private health insurance, bonus, non-contributory pension and STL.

Please apply in the strictest confidence to T G West, Managing Director, Associates in Advertising, Columbia House, 83 Aldwych, London WC2B 4DX. Please indicate on your application the names of any companies to whom your application should not be forwarded.

**Finance Director**

Birmingham £40,000 + Car

**A newly created role in an exciting independent financial services business backed by British Telecom**

You will have seen the press reports about ShareLink, the telephone based share dealing service in which British Telecom has recently announced a major interest.

As part of its continuing development, ShareLink is seeking to appoint a Finance Director at Main Board level who will be responsible for both the share dealing service and for other financial services businesses which the Group will be creating in the future. You will be responsible to the Chief Executive and will be expected to handle all aspects of the financial management of the business including compliance and the company's own treasury activities.

We are seeking qualified accountants, probably in their thirties who in addition to technical competence can demonstrate a high level of business maturity ideally gained in rapidly changing and developing environments. It is essential that the individual appointed is able to make a major contribution at the strategic level of business management, and has the potential to broaden into a fuller general management role, including deputising for the Chief Executive.

This is an outstanding opportunity to join an ambitious and rapidly developing business at a key stage in its growth and the rewards and opportunities for the successful individual will be considerable.

Applicants of either sex should apply in confidence to Bob Wilson on (0962) 844242 (24-hour service) or write to Johnson Wilson & Partners Ltd., Clarendon House, Hyde Street, Winchester, Hampshire SO23 7DX, quoting ref. 810.



**Johnson Wilson & Partners**  
Management Recruitment Consultants

**Financial Controller**

c.£30,000+bonus+car+banking benefits Borehamwood, Herts.

Highland Leasing, a Mercantile Company within the Barclays Bank Group, is the market leader in the agricultural finance industry and operates both within the UK and internationally. The Company specialises in providing flexible financial packages for farmers, agricultural dealers and manufacturers.

A vacancy has occurred for the position of Financial Controller reporting to the Managing Director. This person will be responsible for all financial and credit aspects of this dynamic business where financial control plays an important role within every management process.

We therefore seek a practical Chartered Accountant, aged 30-45, with a track record of managerial competence and proven commercial capabilities. Financial sector experience and taxation knowledge

are prerequisites; experience of credit and/or leasing would also be a distinct advantage.

The Company offers excellent opportunities for career growth and indeed this vacancy has arisen because the present incumbent has been promoted within the Mercantile Group.

This recruitment is being undertaken by our parent company and therefore candidates should apply in writing with full c.v. and present salary to: A D Tanner, Resourcing Manager, Mercantile Group Plc, Elizabethan House, Great Queen Street, London WC2B 5DE Telephone: 01-242 1234.

**Highland LEASING LIMITED**

**FINANCE MANAGER** £21,000 + Co Car

A go ahead computer software company are seeking a young dynamic newly qualified accountant to join their team. Responsibilities include monthly management reports for Head Office in America and systems development and controls. Excellent prospects and benefits for ambitious Accountant.  
Contact Reading Office

**MANAGEMENT ACCOUNTANT** £20,000 + Co Car

A major blue chip organisation are currently seeking a qualified Accountant (preferably ACA). Reporting to the Divisional Financial Controller you will be responsible for the management accounting and reporting functions within the Head Office and International Division. Other involvement will include profitability studies, research and acquisition appraisals. Excellent prospects are offered.  
Contact London Office.

**AREA FINANCIAL ANALYSIS MANAGER** Up to £17,000

Based in Newport, working for one of the largest breweries in the UK this is a very exciting and rewarding position with a successful and expanding company. The job will involve giving sound financial and professional advice to trade management. Ideally you will be a qualified accountant with some financial analysis experience and have a broad awareness. Prospects for the future are excellent coupled with a good salary package.  
Contact Bristol Office.

**MANAGEMENT ACCOUNTS**

This International company is looking for 'High Flyers' with ambition. Excellent career prospects are offered to those with potential. £14,000 - £18,000 + Car. Large company benefits & excellent relocation package (ideally you are a graduate and have reached final/qualified stage)  
Contact Swindon Office.

LONDON

Overseas City House  
27 Grosvenor Gardens  
Victoria  
London SW1W 0EX  
Tel 01-423 8804

SWINDON

21 Commercial Street  
Swindon SN1 3PL  
Tel 0753 61021

READING

31 Dean Street  
Reading  
RG1 1ST  
Tel 0734 560691

A Paragon Company

**ACCOUNTANCY NETWORK**

BRISTOL

5 March Street  
Bristol  
BS1 4AN  
Tel 0272 283200

**FINANCIAL CONTROLLER**

Near Oxford £30k + Benefits Inc. Car

An outstanding opportunity for a qualified accountant aged 27-35 with considerable commercial ability who will be responsible for systems development; treasury/credit management; monitoring of results; special projects, acquisitions etc.

Good report writing skills are essential as the successful candidate will be required to present recommendations to all levels of management up to PLC board level.

Apply in writing to: Michael Cook, F.C.A.,  
Cook and Partners,  
Manufactory House, Bell Lane, Hertford,  
Herts. SG14 1BP

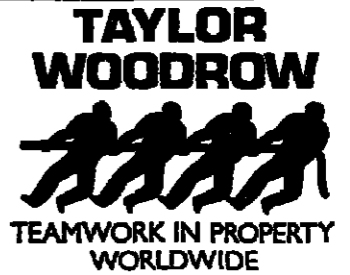
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Showing the way in army systems

FERRANTI INTERNATIONAL

SECTION II - COMPANIES AND MARKETS FINANCIAL TIMES

Thursday March 10 1988



Unisys and AT&T form joint venture to develop Unix system

BY RODERICK ORAM AND LOUISE KEHOE

UNISYS, the world's second largest computer group, yesterday became the first major US computer maker to line up behind American Telephone & Telegraph's efforts to develop a widely acceptable alternative to proprietary computer operating systems offered by International Business Machines and other manufacturers.

Poor order book forces Grumman to cut staff

By Our Financial Staff

GRUMMAN, the US defence giant aerospace group, is to cut about 700 jobs due to lower levels of aircraft engineering and manufacturing work.

ICI and DuPont to link in European car paint deal

BY IAN HAMILTON, FAZEY IN LONDON

IMPERIAL Chemical Industries, the UK-based multinational and DuPont of the US are linking to launch an assault on the \$450m (\$800m) a year European market for painting cars.

De Benedetti strikes a timely chord with Europe 1992 launch

EUROPE 1992 is the sort of name for a company that only a man with Mr Carlo De Benedetti's pre-eminent public relations skills could choose.

Canadian banks barred from retailing insurance

BY ROBERT GIBBENS IN MONTREAL

CANADA'S Federal Government will not allow the country's chartered banks to move into retail insurance and car leasing because this would give them too much power, said Mr Tom Hockin, Minister of State for Finance.

Angold lowers dividend level

By Jim Jones in Johannesburg

ANGLO AMERICAN Gold Corporation (Angold), the gold-holding arm of South Africa's largest mining house, has cut its dividend after an income drop in the year to February.

Bertelsmann sees rise in profits

BY ANDREW FISHER IN FRANKFURT

BERTELSMANN, the West German publishing, music and printing group, expects net profits for the financial year to June 30, 1988, to rise to about DM260m (\$155m) from DM207m in 1986-87, Mr Mark Wössner, chairman, said.

Dino De Laurentiis sued over flotation

BY RODERICK ORAM IN NEW YORK

CLASS ACTION suits have been filed in Los Angeles against Mr Dino De Laurentiis, producer of the remake of King Kong and other blockbuster films, charging that he and his financial advisers misled investors in the public flotation of his company in 1986.

THE MITSUI BANK, LIMITED (Kabushiki Kaisha Mitsui Bank) U.S. \$200,000,000 2 1/2% Convertible Bonds Due 2003 Issue Price: 100% Mitsui Finance International Limited

KATOKICHI CO., LTD. (Kabushiki Kaisha Katokichi) 3,000,000 Shares of Common Stock (par value ¥50 per share) Issue Price ¥2,847 per Share Yamaichi International (Europe) Limited

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## INTERNATIONAL COMPANIES AND FINANCE

## Record first half for Fletcher

BY DAI HAYWARD IN WELLINGTON

FLETCHER CHALLENGE, New Zealand's largest company - which last week paid more than NZ\$900m (US\$636.4m) to take charge of Petrocorp, the oil and gas producer - yesterday reported a record first-half net profit of NZ\$298.6m, a jump of 94 per cent, and Sir Ron Trotter, chairman, said the company is on target to achieve NZ\$500m for the full year to June.

Reflecting the importance of Fletcher's overseas operations, almost half the interim earnings came from international

operations, mainly in North America. By the end of the current year, this share will have risen to more than 60 per cent.

Helping to boost the half-year result was a one-off NZ\$123.3m gain from the sale of Fletcher's stake in Goodman Fielder Wattie, the foods giant.

Canadian forestry operations contributed NZ\$118.4m of the total profit, more than doubled compared with the same period last year. This offset flatter results from forest product activities at home, although Fletcher

was encouraged by a NZ\$14.8m profit at Tasman Pulp and Paper, which last time had a NZ\$20.2m loss.

Over the past 12 months, the company's assets have increased by 70 per cent to more than NZ\$8.4bn. This excludes the Petrocorp acquisition which was acquired after the balance date.

Operating earnings were NZ\$587.8m compared with NZ\$229.1m. The net outcome included an extraordinary debit of NZ\$83.1m, which mainly comprised a NZ\$50m payment to the

AMP Society of Australia as an indemnity payment for shares Fletcher was unable to buy when the New Zealand Commerce Commission refused it permission to take over NZ Forest Products, its main domestic rival.

Fletcher said that portfolio investments had produced losses of NZ\$24.6m as a result of the drop in share market values. In a statement made in response to stock exchange requests, the company added that the valuation excludes subsidiaries, associates and its holdings in NZFF.

## Arab Bank lifts net profits by 7.7%

By Hamd Khouri in Amman

THE JORDAN-BASED Arab Bank group, one of the largest and most international privately-owned Arab banks, achieved a 7.7 per cent increase in net profits to \$32m for 1987 and a 7 per cent rise in the balance sheet total to \$15.4bn.

"We are satisfied to have maintained our position and kept our profits stable during a difficult period," said Mr Khalid Shoman, the deputy chairman.

While net interest income remained virtually unchanged, income from commissions, foreign exchange earnings, and (mostly Jordanian government) securities rose sharply, lifting total income to \$27m from \$25m.

The group adopted a more aggressive marketing programme and increased lending by 25 per cent to \$3.51bn. Deposits rose from \$11.8bn to \$12.6bn.

The bank distributed \$24.5m in cash dividends, at its usual rate of 35 per cent of par share value (though its shares are trading on the Amman Stock Exchange at over 12 times their par value). Shareholders' equity at year-end was \$785.3m, representing a cumulative equity increase of 57.7 per cent in the past five years.

Arab Bank's consistent profitability during the past five years of turbulence in Middle Eastern financial markets has reflected its cautious inner reserves, its cautious approach to new banking markets and services, a diversified international network of branches, affiliates, subsidiaries and sister institutions, and a high liquidity ratio, which reached 70 per cent last year.

The group has 73 branches, offices, and offshore units in the Arab world, Europe, the US and the Far East.

## Merger of Lion and Nathan more likely

BY OUR FINANCIAL STAFF

A BIG merger in the New Zealand consumer sector, which has faced serious regulatory hurdles because of its controversial terms, appears more likely to go ahead after a number of key approvals in the past week.

The New Zealand Stock Exchange cleared one main obstacle to the planned unification of Lion Corporation, the country's largest brewer, with retailer L.D. Nathan by waiving its usual requirement that all shareholders be treated equally.

Lion will not have to offer the minority holders in Nathan the same price for their shares as it is to pay Fay Richwhite, a local merchant bank, for its 35 per cent stake. This requirement would have raised the overall cost of the deal to some NZ\$1bn (US\$670.5m) instead of the value of roughly NZ\$750m on the present basis.

Fay Richwhite is receiving NZ\$2.30 cash a share while others are being offered merely one Lion share for every Nathan share. Lion shares, although up 15 cents at the close yesterday on news of the exchange ruling, were still only at NZ\$6.75 - putting a 50 per cent premium on Fay Richwhite's terms. Nathan shares added 10 cents to NZ\$5.65.

However, the acquiescence of the exchange authorities still depends on a clear majority of the remaining independent shareholders in Nathan accepting the offer. Lion has undertaken not to declare the bid unconditional before this is secured.

The merger has been opposed by Malaysian Breweries, which is speaking for a stake of some 22 per cent held jointly with Fraser and Neave, an associated Singapore beverage group. Heineken of

the Netherlands owns nearly a third of Malaysian Breweries.

The exchange said that after buying the Fay Richwhite stake, Lion could have waited three months by which stage it would have been clear to make whatever general offer it chose. Because of this it was granting conditional approval in any event.

Mr Robert Wilson, exchange president, said the terms as they stood were "clearly in breach of the spirit and intention" of the takeover code and illustrated the absence of any effective takeover law in New Zealand.

The case highlighted the "inequality which could result from one party, acting completely within the law as it now stood, acquiring a significant and strategic holding in a listed company without a corresponding obliga-

tion to make a general offer for the remaining shares."

He said it was essential for New Zealand to have formal takeover law rather than its present code of practice and called on Mr Geoffrey Palmer, Justice Minister, to give the highest priority to reform.

An investigation by the New Zealand Securities Commission cleared Lion, Nathan and Fay Richwhite of any impropriety in share dealings, in an interim report on the merger proposal released last week.

On Monday the Commerce Commission, the country's anti-trust agency, approved the deal while the following day Lion shareholders voted in favour of an extraordinary meeting in Auckland by a margin of nearly three to one.

## Bank Leumi results show sharp improvement

BY ANDREW WHITLEY IN TEL AVIV

BANK LEUMI has reported net profits of \$112m for 1987, the largest ever for an Israeli company. The inflation-adjusted figure compares with only \$3m for 1986.

The bank was the first of Israel's Big Four to report its annual results. The other three are expected to show similar sharp improvements.

Provisions for doubtful debts at

Bank Leumi were hoisted by nearly 30 per cent to \$1k288m (\$187m at the year-end exchange rate) - contradicting predictions of 12 months ago that their peak had been reached.

Total assets registered a small decline to \$2.9bn, while non-current deposits showed little change. Contributing to this apparent stagnation, the bank

said, was the decline of the US dollar, in which more than half the balance sheet is denominated.

Under Mr Zaidik Bino, its new chief executive, a group shake-up has emphasised a swift return to higher profitability in its core banking activities. Two years ago Bank Leumi lost the top spot in Israeli banking to Bank

Hapoalim.

The sale of property and other investments, in spite of a loss of nearly \$4m, freed capital for financial operations.

On the basis of first-quarter figures for the sector, Mr Bino forecast a modest decline this year. An average return on capital employed of about 10 per cent appears in prospect.

## Interim earnings drop at Adelaide Steamship

BY BRUCE JACQUES IN SYDNEY

ADELAIDE STEAMSHIP, Mr John Spalvins' complex investment and retailing empire - a former Australian stock market high-flyer - has suffered a setback in equity-accounted net profits for the December half year.

Earnings slipped by nearly 9 per cent to A\$58.4m (US\$49.9m) from A\$76.1m in spite of a rise in turnover. From A\$116.2m to A\$204.8m and a solid profit lift, on both a conventional and equity-accounted basis, by David Jones, the big Sydney-based retailing group which is one of the main group companies.

David Jones lifted pre-tax profit from A\$45.3m to A\$56.1m on sales up from A\$540.3m to A\$618.9m. On an equity-accounted basis, profits rose from A\$57.4m to A\$68.1m. The interim dividend for each company is being held at 18 cents a share. The Adelaide group is characterised by a large number of cross shareholdings.

But the equity share of both Adelaide and David Jones in their associates' profits fell in the half year, the former from A\$28.4m against A\$33.9m.

A\$37.2m to A\$30.9m and the latter from A\$25.1m to A\$22.5m. This reflects lower results from Petersville-Sleigh, although National Consolidated reported a 6 per cent rise in earnings.

The Australian stock market has difficulty in recovering from the crash and last December. The share crash and the latest round of lacklustre results from the group may hasten this process.

Yesterday's results also excluded the large stock market losses, mostly unrealised, reported by both companies last month. Mr Spalvins told stock exchanges that David Jones had lost A\$345m and Adelaide A\$241m in the value of their share portfolios between the crash and last December. This reflected cross shareholdings and the 14 per cent held by Adelaide in National Australia Bank. Adelaide's latest result was struck after tax of A\$12.2m against A\$16.9m previously, depreciation of A\$2.4m compared with A\$2.6m, and interest of A\$28.4m against A\$33.9m.

## Sanyo Electric in the red

BY IAN RODGER IN TOKYO

SANYO ELECTRIC, the Japanese consumer electronics group, suffered its first ever consolidated net loss, of ¥17,538m (\$136.9m), in the year to last November due to the impact of the yen's appreciation and a ¥8.4bn pre-tax loss on investments.

Combined sales of the company and its seven subsidiaries, including three overseas units, totalled ¥1,198bn, up 0.5 per cent. Overseas sales were down 14 per cent

because of the strong value of the yen and increased competition from newly industrialised countries, but were more than offset by improved domestic demand.

Domestic sales accounted for 53 per cent of the total, exceeding overseas sales for the first time in 12 years. Pre-tax profit dropped 85.1 per cent to ¥60bn. For the current year, Sanyo expects a return to net profit with ¥8bn on sales of ¥1,240bn.

BNL  
BANCA NAZIONALE DEL LAVORO

CHARTERED CREDIT INSTITUTION  
REGISTERED OFFICE AND HEAD OFFICE IN ROME  
VIA VITTORIO VENETO, 119  
CAPITAL 1,004,282,500,000 LIRE FULLY PAID UP  
ORDINARY RESERVE FUND 288,000,000,000 LIRE  
PARTICIPATING IN THE  
INTERBANK FUND FOR THE PROTECTION OF DEPOSITS

## NOTICE

Notice is hereby given that the Extraordinary Meeting of the Participants in the Bank's capital, held in Rome on 24th October 1987, moved, inter alia:

- to increase the capital by bonus issue from 1,004,282,500,000 lire to 1,205,139,000,000 lire, subject to the transfer to the fixed portion of capital of the nominal amount of special savings shares allocated to staff members in accordance with art. 7, paragraph 3/a of the by-laws, by utilization in full of the monetary revaluation reserve under Law 72/1983 for 88,152,584,000 lire and of the savings shares premium fund for the remaining amount.

This increase shall be accomplished via the issue of 20,085,650 new shares (of which 13,500,000 new ordinary shares, 6,585,650 new savings shares and special savings shares) of 10,000 lire nominal each, dividend accruing 1st November 1987, to be allocated to existing holders of ordinary shares, savings shares and special savings shares as per the following paragraph, one new ordinary share, or one new savings share, or one new special savings share for every five similar shares already held. The new special savings shares to be distributed by bonus issue are non transferable for the same period of time as the special savings shares already held;

and  
- to increase the capital from 1,205,139,000,000 lire to 1,327,194,170,000 lire via the issue of 12,205,517 new ordinary shares of 10,000 lire nominal each, dividend accruing from the date of increase, at the price of 38,000 lire per share, of which 28,000 lire premium; such shares to be allocated to: Istituto Nazionale delle Assicurazioni, Istituto Nazionale della Previdenza Sociale, Istituto Nazionale per l'Assicurazione contro gli Infortuni sul Lavoro, Opera Nazionale Combattenti, Cassa di Risparmio di Roma, Cassa di Risparmio delle Provincie Lombarde, Istituto Federale delle Casse di Risparmio delle Venezia,

## AGAINST

contribution from the same of the shares representing their participation in the capital/endowment fund of the Banca Nazionale del Lavoro Special Sections for: Industrial Credit, Mortgage Credit, Credit to Hotels, Tourism and Sporting Facilities, Motion Picture Credit, for a global value of said contribution of 463,809,646,000 lire.

THE CHAIRMAN  
Nerio NesiBNL  
BANCA NAZIONALE DEL LAVORO

CHARTERED CREDIT INSTITUTION  
REGISTERED OFFICE AND HEAD OFFICE IN ROME  
VIA VITTORIO VENETO, 119  
CAPITAL 1,004,282,500,000 LIRE FULLY PAID UP  
ORDINARY RESERVE FUND 288,000,000,000 LIRE  
PARTICIPATING IN THE  
INTERBANK FUND FOR THE PROTECTION OF DEPOSITS

## INCREASE IN CAPITAL FROM 1,004,282,500,000 LIRE TO 1,327,194,170,000 LIRE

In execution of motions passed by the Extraordinary Meeting of 24 October 1987, capital is to be increased to 1,205,139,000,000 lire by bonus issue drawing on reserves and to 1,327,194,170,000 lire by contribution of capital of the holdings of minority participants in Special Sections of Banca Nazionale del Lavoro.

The increase in capital by bonus issue shall be accomplished as follows:  
- by the issue of 20,085,650 shares, of which 13,500,000 ordinary shares and 6,585,650 savings shares and special savings shares, of 10,000 lire nominal each, dividend accruing 1 November 1987, to be allocated via bonus issue to the holders of ordinary shares, savings shares and special savings shares, one new ordinary share or one new savings share or one new special savings share for every five similar shares held. Rights to allotment of bearer savings shares may be exercised from 18 December 1987 until 12 February 1988 at authorized banks, subsequently only at counters of Banca Nazionale del Lavoro, on surrender of coupon no. 4.

Allotment of ordinary shares (coupon no. 2) and of registered savings shares and special savings shares (coupon no. 4) shall take place exclusively at branches of Banca Nazionale del Lavoro.  
Rights to bonus shares are not negotiable on the Stock Exchange.  
Savings shares shall be issued as bearer stock unless specifically requested otherwise by the participant and shall be made available to rights holders through the authorized banks at Monte Titoli S.p.A.

Authorized banks:  
BANCA NAZIONALE DEL LAVORO, BANCO DI NAPOLI, BANCO DI SICILIA, BANCO DI SARDEGNA, ISTITUTO BANCARIO S. PAOLO DI TORINO, MONTE DEI PASCHI DI SIENA, BANCA COMMERCIALE ITALIANA, CREDITO ITALIANO, BANCO DI ROMA, BANCA POPOLARE DI NOVARA, BANCA POPOLARE DI MILANO, BANCA POPOLARE DI BERGAMO, CASSA DI RISPARMIO DELLE PROVINCE LOMBARDE, CASSA DI RISPARMIO DI TORINO, CASSA DI RISPARMIO DI ROMA, BANCA NAZIONALE DELL'AGRICOLTURA, NUOVO BANCO AMBROSIANO, BANCA CATTOLICA DEL VENETO, BANCO DI SANTO SPIRITO, BANCA TIBURTINA, MONTE TITOLI.

BANCA NAZIONALE DEL LAVORO  
The Chairman  
Nerio Nesi

## Notice to the Bondholders of

## YAMATO TRANSPORT CO., LTD.

U.S.\$40,000,000 3 per cent. Convertible Bonds due 2008

Pursuant to Clause 5(B) (ii) of the Trust Deed dated 28th February, 1985 and Condition 13 of the Terms and Conditions of the Bonds contained therein under which the captioned Convertible Bonds were issued, you are hereby notified as follows:

Pursuant to resolution passed at a meeting of the Board of Directors of Yamato Transport Co., Ltd. (the "Company") held on 15th February, 1988, the Company authorized a free distribution of shares of common stock of the Company to shareholders of record as of 31st March, 1988 at the rate of 0.13 share per one share held.

Accordingly, the Conversion Price is adjusted, pursuant to Condition 5(c) (i) of the Terms and Conditions of the Bonds, from Yen 897.1 to Yen 793.9 effective 1st April, 1988 (Japan time).

YAMATO TRANSPORT CO., LTD.

10th March 1988

12-16, Giaza 2-chome, Chuo-ku, Tokyo, Japan

## Notice to the Warrant Holders of

## YAMATO TRANSPORT CO., LTD.

U.S.\$200,000,000 2 per cent. Notes due 1992 with Warrants to subscribe for Shares of Common Stock of Yamato Transport Co., Ltd.

Pursuant to Clause 4(a) of the Instrument and Condition 11 of the Terms and Conditions of the Warrants executed on 13th May, 1987 by Yamato Transport Co., Ltd. (the "Company") under which the captioned Notes with Warrants were issued, you are hereby notified as follows:

Pursuant to resolution passed at a meeting of the Board of Directors of the Company held on 15th February, 1988, the Company authorized a free distribution of shares of common stock of the Company to shareholders of record as of 31st March, 1988 at the rate of 0.13 share per one share held.

Accordingly, the Subscription Price is adjusted, pursuant to Clause 3 (i) of the Instrument and Condition 7(a) of the Terms and Conditions of the Warrants, from Yen 1,538 to Yen 1,361.1 effective 1st April, 1988 (Japan time).

YAMATO TRANSPORT CO., LTD.

10th March 1988

12-16, Giaza 2-chome, Chuo-ku, Tokyo, Japan

## NOTICE



## TAKEDA CHEMICAL INDUSTRIES, LTD.

the "Company"  
U.S. \$80,000,000

4 1/2% Bonds due 1994  
with Warrants (the "Warrants")  
to subscribe for shares of common stock of the Company

Adjustment to subscription price to be made as a result of a free distribution of new shares.

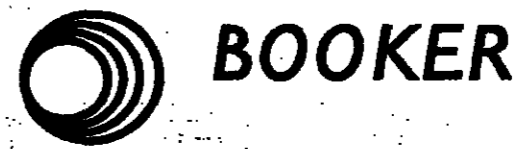
As required under Clause 4(A) of the INSTRUMENT relating to the Warrants dated 22nd August, 1982, a notice is hereby given that with respect to the free distribution of new shares resolved at the meeting of the Board of Directors held on 23rd February, 1988, the shareholders appearing on the register of shareholders of the Company as at 3:00 p.m. on Thursday, 31st March, 1988 (Tokyo time) (the record date) will be allocated ten (10) new shares to be issued on 10th May, 1988 for each hundred (100) shares held, and as a result of such free distribution of new shares the following adjustment to the subscription price shall be made pursuant to Clause 3(i) of the INSTRUMENT:

(1) Current subscription price before adjustment: Yen 3,260.  
(2) Subscription price after adjustment: Yen 2,963.4.  
(3) Effective date of the adjustment (Tokyo time): 1st April, 1988.

Takeda Chemical Industries, Ltd.  
By: The Sumitomo Bank, Limited,  
Principal Paying and Warrant Agent.

10th March, 1988

This announcement appears as a matter of record only.



£150,000,000

Commercial Paper Programme  
with U.S. Dollar Option

## Dealers:

Chase Investment Bank  
Morgan Grenfell & Co. Limited  
SBCI Swiss Bank Corporation investment banking  
S.G. Warburg & Co. Ltd.

## Issuing and Paying Agent:

The Chase Manhattan Bank, N.A.

## Arranger:

Chase Investment Bank

March, 1988



## COUNTY DURHAM

The Financial Times proposes to publish a Survey on the above on

Tuesday 29th March 1988

For a full editorial synopsis and advertisement details, please contact:

HUGH G WESTMACOTT

on 0532 454969

FAX: 0532 423516

or write to him at:

Permanent House, The Headrow

Leeds LS1 8DF

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

# INTL. COMPANIES AND FINANCE

Sara Webb analyses the \$1bn takeover offer for Swedish Match

## Stora eyes a bargain package

THE DECISION by Stora, Sweden's leading forestry products group, to bid SKr3.9bn (71bn) for Swedish Match, the world's leading producer of matches, marks Stora's desire to shift away from dependency on pulp and paper towards a more stable product mix.

It is move which several Swedish forestry companies including SCA, the second largest forestry group, have resorted to in the past couple of years. Most have reaped the benefits of strong increases in pulp prices during 1987 when they staged a dramatic increase, from \$550 per ton at the beginning of the year to \$800 per ton.

However, dependency on such a volatile cyclical product as pulp entails huge risks, and can result in large swings in group profits which is why Swedish forestry companies have been actively seeking companies in packaging and consumer products business areas - so that they can achieve a measure of earnings when the pulp price falls again.

Stora sees several advantages in the acquisition of Swedish Match. Back in 1984, Stora acquired Billerud, a domestic rival which makes packaging paper, for SKr3.6bn. Swedish Match has a division called Akernud + Ransing, which designs, manufactures and markets packaging and packaging systems.

Akernud + Ransing contributed SKr1.75bn in sales and SKr110m in operating profit last year.

Mr Bo Berggren, Stora's chief executive, believes that Akernud + Ransing has great potential for expansion, and that Stora can benefit from providing it with the packaging material in future.

Stora has long seen the packaging sector as an ideal area for expansion, and if Industrivaerndet, the Swedish investment

group, had not already made a bid for PLM, the packaging company, Stora might have chosen to buy PLM instead as it had already shown an interest in the company.

"If Stora didn't buy Swedish Match, it would have to go into packaging itself," said Mr Claes Dahlback, managing director of investor, one of the Wallenberg investment companies with a stake in Swedish Match and Stora.

Mr Dahlback pointed out that while pulp prices remain firm, the chief concern is that prices

Mr Hans Larsson, managing director of Swedish Match, however, pointed out "The synergies are bigger for Stora than for us," Mr Larsson said that Swedish Match's subsidiary called Alby, which makes bleaching chemicals including sodium chlorate for the pulp industry, could benefit from the deal.

Stora is a large consumer of such chemicals and is already involved in a project with Swedish Match to try to develop environmentally-acceptable bleaching chemicals which will meet the tough regulations set by the

also in the Wallenberg sphere with the Wallenberg interests amounting to 26 per cent of share capital and votes.

At the moment, it is cash-rich with cash reserves of SKr6bn to SKr9bn. According to figures released yesterday, it made profits, after financial items, of SKr2.5bn on sales of SKr20.48bn in 1987. The 35 per cent increase in profits has been helped by pulp price increases as well as packaging and cardboard production.

"It is in Stora's interests to invest in lighter industries which are less capital-intensive now," said Mr Hans Larsson, chief executive of Swedish Match.

However, the deal has attracted criticism from analysts who believe that Stora's bid at SKr3.9bn is far too low. Swedish Match is forecasting profits of SKr940m for 1988, compared with SKr620m in 1987, and predicts further increases in 1989.

"It appears that Stora is getting Swedish Match very cheap," said Mr Brian Knox, head of Scandinavian equity research at Kleinwort Greaveson.

It is believed that there was also considerable disagreement between the two boards over what price should be offered. However, overseas investors may not look kindly on the way that the Wallenberg position in Swedish Match has enabled Stora to pick up such a bargain.

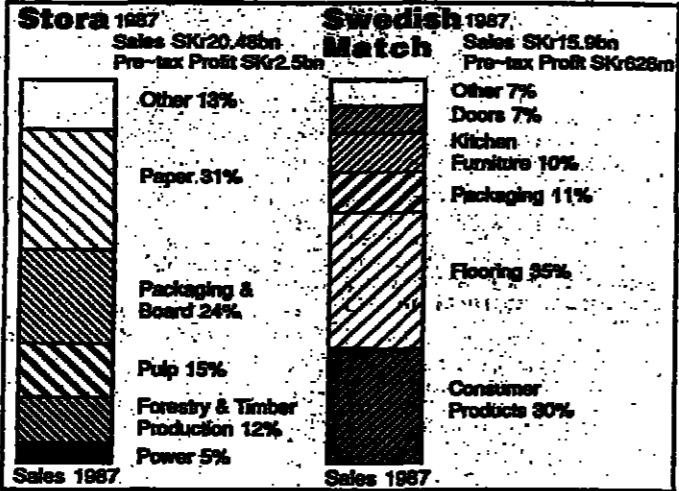
Though Swedish Match has faced financial difficulties in recent years, it has since been turned round and started to pursue a vigorous acquisition strategy abroad.

Mr Larsson said that Swedish Match would continue to expand, but now with such a very rich parent, it will be easier to make acquisitions," he said.

Swedish government on pollution control. Last year, Alby increased its profits to SKr71m on sales of SKr25m and is one area where future expansion is expected.

Swedish Match is controlled by the Wallenberg family, investor and Providentia which together have 89 per cent of the votes and 26 per cent of the share capital.

Stora, which is Sweden's oldest company and which this year celebrates its 700th anniversary, is



could start to fall by 1990 as new capacity comes into use.

A second advantage in Stora's view is that Stora produces timber and Swedish Match is Sweden's largest user of timber - for matches, doors, flooring and windows.

Stora already supplies Swedish Match with pulp for the consumer products. "As a result of this deal, we hope to be the main supplier to Swedish Match," said Mr Bo Berggren.

Swedish government on pollution control. Last year, Alby increased its profits to SKr71m on sales of SKr25m and is one area where future expansion is expected.

Swedish Match is controlled by the Wallenberg family, investor and Providentia which together have 89 per cent of the votes and 26 per cent of the share capital.

Stora, which is Sweden's oldest company and which this year celebrates its 700th anniversary, is

## Creditanstalt expects to show strong earnings rise

BY JUDY DEMPSEY IN VIENNA

CREDITANSTALT, Austria's largest bank expects to report significantly higher profits for 1988 following a flat performance during the past year.

The bank, which is to hold its dividend for 1987 at 12 per cent, said yesterday that partial operating results had fallen by 11 per cent to Sch1.59bn (\$126m) but that profits after tax were 15 per cent higher at Sch992m.

Mr Guido Schmidt Chlari, chairman, said the bank had been "only marginally affected" by last year's stock market crash. He said that 1988 would see a strong upturn in profits.

He said Creditanstalt, in which the Austrian state has a 60 per cent shareholding, does not, in the short term, intend to increase

its capital, which stands at Sch3.1bn.

Partial operating results last year declined largely because of a narrowing of margins in international business, lower income from currency operations and continuing increases in operating expenses.

Mr Schmidt Chlari said the bank's capital ratio rose by 11.7 per cent to Sch14.59bn, improving the bank's capital ratio to 94.9 per cent, 45 per cent above the 1986 level. The bank was "well on the way to meeting the 4 per cent target which Austrian banks have to attain by 1991."

The balance sheet total increased by 4.8 per cent to Sch33.3bn in 1987 while savings deposits and deposits from non-banks both increased 5.8 per cent.

## Asea profits expand 22%

BY SARA WEBB IN STOCKHOLM

ASEA, THE Swedish electrical engineering group which merged with Brown Boveri of Switzerland in January, said that group operating earnings increased by 22 per cent to SKr3.48bn (\$589.2m) in 1987, helped by the sharp improvement at its power transmission and power distribution divisions.

Group earnings, after financial income and expenses, rose by 12 per cent to SKr2.72bn. Order bookings increased by 18 per cent to SKr6.17bn, boosted by several large contracts for high voltage direct current projects in North America and the Nordic region, as well as a SKr1.3bn order for a power plant in the Stockholm area.

The acquisitions of Elektrisk Bureau in Norway and Stromberg in Finland also helped to

increase order bookings, the group said.

The power transmission division showed operating earnings of SKr514m last year, compared with a loss of SKr75m in 1986. In 1987, helped by the sharp sales rose from SKr5.167bn to SKr6.99bn.

For the power distribution division, operating earnings increased from SKr274m to SKr489m, while invoiced sales rose from SKr3.84bn to SKr4.98bn.

Operating earnings for the power plants division dropped from SKr40m to SKr65m while invoiced sales tumbled from SKr54m to SKr2.78bn. The fall is attributable to the fact that Asea delivered a large nuclear power plant in 1986 which boosted that year's figures.

## Akzo buys Sara Lee DME plant

AKZO, THE Dutch chemical group, has repurchased part of a consumer products group, Shell Petroleum NV sold for Fl 1.25bn (\$69.9m) to Sara Lee Corp of the US last year, writes Our Financial Staff.

It has acquired a dimethyl ether (DME) manufacturing unit. Akzo said the use of DME to make aerosols was expected to increase because it was less harmful to the environment.

Akzo plans to build a 25,000-tonne DME plant in Rotterdam.

## President of Aeritalia dies

MR RENATO Bonifacio, president of Aeritalia, the Italian aerospace group, died yesterday at the age of 64, writes John Wyles in Rome.

Since 1974 as managing director and 1979 as president, he guided his company through a period of growth involving several large international joint ventures.

Born in Naples in July 1923, he entered the public sector in 1957 when he was recruited to ENI by its legendary president, Mr Enrico Mattei.

**M4 PROPERTY**  
The Financial Times proposes to publish this survey on:  
**8th April 1988**  
For a full editorial synopsis and advertisement details, please contact:  
Jonathan Wells  
on 01-248 8000 ext 4196  
or write to him at:  
Bracken House  
10 Cannon Street  
London  
EC4P 4BY  
**FINANCIAL TIMES**  
LONDON'S BUSINESS NEWSPAPER

**MAGAZINE PUBLISHING**  
The Financial Times proposes to publish this survey on:  
**MONDAY 21 MARCH**  
For a full editorial synopsis and details of available advertisement positions, please contact:  
SARAH PAKENHAM-WALSH  
on 01-248 8000 ext 4611  
or write to her at:  
Bracken House  
10 Cannon Street  
London  
EC4P 4BY  
**FINANCIAL TIMES**  
LONDON'S BUSINESS NEWSPAPER

**NOTICE OF EARLY REDEMPTION**  
The Total Bank, Limited  
US\$50,000,000  
Callable Negotiable Floating Rate London Dollar Certificates of Deposit  
Issued on 29th April, 1988  
Maturity Date 29th April, 1989  
Callable in April, 1988  
Notice is hereby given in accordance with Clause 5 of the Certificate of Deposit (the "Certificate") that pursuant to Clause 3 of the Certificate, The Total Bank, Limited will repay all outstanding Certificates on 29th April, 1988 (the "Interest Payment Date"). At their principal amount, together with accrued interest to the Interest Payment Date, will be made on the Interest Payment Date against presentation and surrender of the Certificates at the London Branch of The Total Bank, Limited, P. & O. Building, 122/128 Leadenhall Street, London, EC3V 4FD. Interest will cease to accrue on the Certificates on the Interest Payment Date.  
Agent Bank:  
Bank of America International Limited  
Agent Bank  
10th March, 1988

**NOTICE TO WARRANTHOLDERS OF AKEBIYA MOTOR CO., LIMITED**  
US\$ 20,000,000 3/4 PER CENT GUARANTEED BONDS DUE 1991 WITH WARRANTS.  
NOTICE OF ADJUSTMENT OF SUBSCRIPTION PRICE  
Pursuant to Clause 4(A) and (B) of the Instrument dated 17th December, 1986, you are hereby notified of a free distribution of shares of Akebiya Motor Co., Ltd. at a rate of 0.05 share for each one share held as of 31st March, 1988. As a result of such distribution, the exercise price at which shares are issuable upon exercise of said warrants will be adjusted pursuant to condition 7 of the Terms and Conditions of the Warrants from 1293.50 Japanese Yen per share of common stock to 1231.90 Japanese Yen per share of common stock, effective 1st April, 1988.  
The Total Bank, Limited  
London Branch  
Principal Paying Agent  
10th March, 1988

**TEOLLISUUDEN VOIMA OY (TVO Power Company)**  
US\$100,000,000  
Floating Rate Notes due 2004  
Notice is hereby given that the Rate of interest for the third Interest Sub-period of the Interest Period ending on 11th April 1988 has been fixed at 7% per annum. The amount payable for the third Interest Sub-period will be US\$50.28 and will be payable together with the amounts for the first and second Interest Sub-periods of the said Interest Period, on 11th April 1988 against surrender of Coupon No. 16.  
Manufacturers Trustee Limited  
Agent Bank

**Wells Fargo & Company**  
U.S. \$150,000,000  
Floating Rate Subordinated Notes due 1994  
In accordance with the provisions of the Notes, notice is hereby given that for the Interest period from 10th March, 1988 to 10th June, 1988, the Notes will carry an Interest Rate of 6 3/4% per annum. Interest payable on the relevant interest payment date 10th June, 1988 will amount to US\$117.29 per US\$100,000 Note.  
Agent Bank:  
Morgan Guaranty Trust Company of New York  
London

**MULTIBANCO COMERMEX, S.A.**  
U.S. \$40,000,000  
Floating Rate Subordinated Notes due 1992  
In accordance with the provisions of the Notes and the Agent Bank Agreement between Multibanco Comermex, S.A. and Citibank, N.A., dated March 2, 1982, notice is hereby given that the Rate of Interest has been fixed at 7.25% p.a. and that the interest payable on the relevant Interest Payment Date, September 12, 1988 against Coupon No. 13 will be U.S. \$187.29.  
March 10, 1988, London  
By: Citibank, N.A., (CSI Dept.), Agent Bank  
**CITIBANK**

**THE KINGDOM OF DENMARK**  
Yen 10,000,000,000  
Yield Curve Notes Due 1991  
In accordance with the provisions of the Notes, notice is hereby given that for the period from 10th March, 1988 to 12th September, 1988, the Rate of Interest will be 3.94335% with a Coupon Amount of Yen 39,433 per Yen 1,000,000 Note. The next interest payment date being 12th September, 1988.  
Agent Bank:  
Chemical Bank

Anglo American Gold Investment Company Limited  
(Incorporated in the Republic of South Africa)  
Registration No. 05 09084 06

# AMGOLD

## Results for the year and final dividend

(subject to final audit)

Consolidated income statement		Consolidated balance sheet		
(R million)	Year ended 29.02.88	Year ended 28.02.87	At 29.02.88	At 28.02.87
Investment income	355.9	383.2	Shareholders' equity	
Interest earned less administration expenses	7.1	6.7	Share capital	22.0
Cost of prospecting	363.0	389.9	Non-distributable reserve	32.1
Net income before taxation	341.8	373.3	Retained earnings	330.7
Taxation	0.5	0.7		302.2
Net income after taxation	341.3	372.6		384.8
Dividends	312.8	351.2	Investments and loans	346.5
Retained earnings	28.5	21.4	Mineral rights	12.7
			Debtors and cash	186.9
			Dividend payable and other creditors	161.3
			Net current assets	25.6
				356.3
Earnings per share - cents	1 555	1 697	The market and directors' values of investments are:	
Dividends per share - cents			Listed - market value	4 884.2
Interim	700	700	Unlisted - directors' valuation	214.5
Final	725	900	Loans	16.3
				30.4
				5 115.0
				7 900.6
Number of shares in issue (000)				
Net asset value (after providing for dividend) - cents per share				
23 475				
36 123				

Notes:  
The annual report will be posted on or about March 29 1988.

### Dividend

On Wednesday, March 9 1988, the directors of the company declared final dividend No. 80 as follows:

Amount (South African currency)	725 cents per share
Last day to register for dividend (and for changes of address or dividend instructions)	Friday, March 25
Registers closed from to (inclusive)	Saturday, March 26 Saturday, April 9
Ex-dividend on stock exchanges	Monday, March 21 Monday, March 28
London	Monday, March 28
Johannesburg	Monday, March 28
Currency conversion date for sterling payments to shareholders paid from London	Monday, March 28
Dividend warrants posted	Thursday, April 21
Payment date of dividend	Friday, April 22
Rate of non-resident shareholders' tax	14.8497 per cent

The full conditions relating to the dividend may be inspected at the Johannesburg and London offices of the company and its transfer secretaries.  
By order of the board  
Anglo American Corporation of South Africa Limited  
Secretaries  
per: T.S. Johnson, Divisional Secretary

Head Office:  
44 Main Street  
Johannesburg 2001  
London Office:  
40 Holborn Viaduct  
London EC1P 1AJ

999

March 10, 1988 This announcement appears as a matter of record only.

## LANDESBANK RHEINLAND-PFALZ INTERNATIONAL S.A.

Luxembourg

### DM 100,000,000

### 5% Bonds of 1988/1993

Issue Price: 100 1/4% · Interest 5% p.a., payable in arrears annually on March 10 · Final Maturity: March 10, 1993 Denomination: DM 5,000 and DM 10,000 · Negative Pledge · Application will be made for the Listing on the Frankfurt Stock Exchange

## LANDESBANK RHEINLAND-PFALZ

**U.S. \$100,000,000**  
**Republic New York Corporation**  
Floating Rate Subordinated Notes due July 20th  
Notice is hereby given that for the period from January 14, 1988 to April 14, 1988 the Notes will carry an interest rate of 7 1/8% per annum. The interest payable on the relevant interest payment date April 14, 1988 will amount to U.S. \$188.00 per U.S. \$100,000 Principal Amount of Notes.  
By: The Citicorp Bank, N.A.  
London, Agent Bank  
January 14, 1988

**U.S. \$30,000,000**  
**Nedlira Finance B.V.**  
Guaranteed Floating Rate Notes due 1988  
Guaranteed on subordinated basis by Libra Bank PLC  
For the three months March 10, 1988 to June 10, 1988 the Notes will bear an interest rate of 7 1/8% per annum and the coupon amount per U.S. \$10,000 will be U.S. \$182.08.  
March 10, 1988

**Ireland**  
£100,000,000  
Floating Rate Notes 1996  
In accordance with the provisions of the Notes, notice is hereby given that the rate of interest for the three months period 9th March, 1988 to 9th June, 1988 has been fixed at 9 1/4% per cent per annum. Coupon No. 14 will therefore be payable at £1,146.86 per coupon from 9th June, 1988.  
Smead Montagu & Co. Limited  
Agent Bank

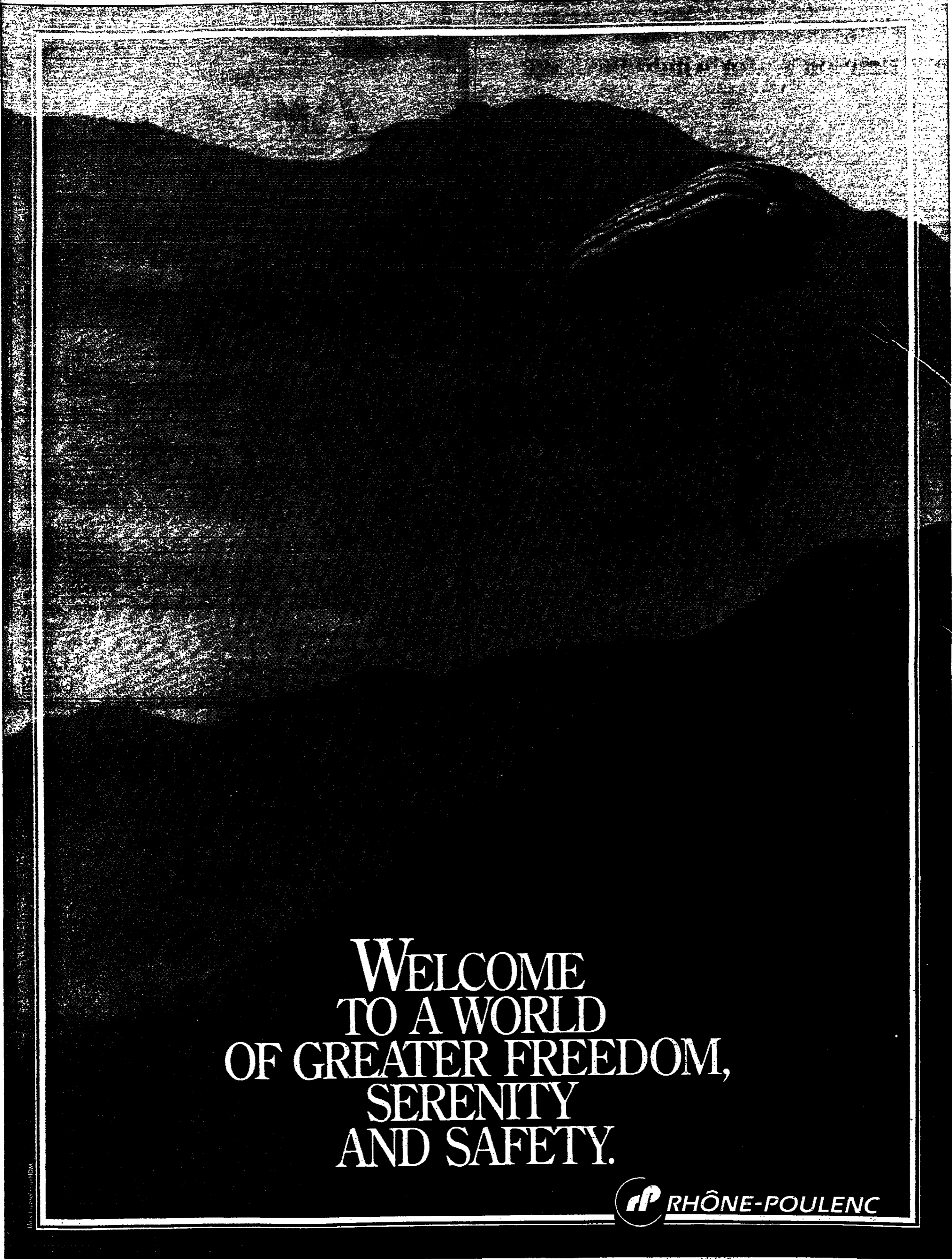
**DP Energy Resources Growth Fund**  
Weekly net asset value on 4th March was US 33.86  
Listed on the Amsterdam Stock Exchange  
Information:  
Ferson, Hedding & Ferson NV  
Herengracht 214,  
1016 BS Amsterdam  
Tel. +31-20-21188.

**DOMUS MORTGAGE FINANCE NO 1 plc**  
£100,000,000  
Mortgage Backed Floating Rate Notes due 2014  
In accordance with the conditions of the Notes, notice is hereby given that for the three month period 4th March, 1988 to 6th June, 1988 the Notes will carry a rate of interest of 9.5 per cent per annum with a coupon amount of £2,472.33.  
Agent Bank:  
Chemical Bank

**Leveraged Capital Holdings N.V.**  
Weekly net asset value on 7th March was US 256.37  
Listed on the Amsterdam Stock Exchange  
Information:  
Ferson, Hedding & Ferson NV  
Herengracht 214, 1016 BS Amsterdam  
Tel. +31-20-21188.

**Tokyo Pacific Holdings (Seaboard) N.V.**  
Weekly net asset value as at 7th March was US 168.52  
Listed on the Amsterdam Stock Exchange  
Information:  
Ferson, Hedding & Ferson NV  
Herengracht 214, 1016 BS Amsterdam  
Tel. +31-20-21188.

London  
by tim



WELCOME  
TO A WORLD  
OF GREATER FREEDOM,  
SERENITY  
AND SAFETY.



High strength, lightweight fibres. Fibres that are stretch, tear and stain resistant, that protect against cold and heat: Tergal® and Tersuisse®.  
Fire-resistant clothing made with Kermel® thermoresistant aramid fibres.

Through our advanced technology fibres, Rhône-Poulenc and our subsidiaries Rhodia A.G., S.a.f.a. and Viscosuisse help bring greater freedom to the world.

Photo: J. G. B. / AP



INTERNATIONAL CAPITAL MARKETS AND COMPANIES

London consortium banks buy time on Latin America

BY DAVID LASCELLES, BANKING EDITOR

THE NEED to make substantial provisions against doubtful Third World loans has dented the profits of the world's largest banks. But it has proved to be nearly fatal to a select breed of London-based consortium banks which specialise in lending to Latin America.

There are four of these banks: Euro-Latin American Bank (Eulabank), Libra Bank, European Brazilian Bank (Eurobrab) and International Mexican Bank (Intermax). All are heavily exposed to countries in financial difficulty and all would have been forced into liquidation by now were it not that they have strong parents which are able and willing to bail them out.

The banks were all formed by consortia of banks from Latin America, Europe and the Far East as vehicles for specialised lending in the 1970s. Parents included such banks as Chase Manhattan, NatWest, Banco de Brasil, Bancamer and Mitsubishi Bank. Some banks, like Bank of America, Deutsche Bank, Union Bank of Switzerland and Dai-ichi Kangyo Bank have stakes in more than one consortium bank.

Because of their unique character, the consortium banks were excused from the Bank of England's normal requirement for a well-diversified loan portfolio as a protection against loss. Eurobrab, for example, has most of its \$750m (\$440m) of loans lent to a single country, Brazil, which was fine during the boom days. But with capital of only \$100m it cannot now afford to make the provisions needed to meet the "matrix" laid down by the Bank of England amounting to several hundred million pounds.

The Bank has recognised the plight of these banks by letting them explore special funding arrangements to tide them over until something more permanent can be put in place.

Eulabank, whose year end is September 30, was the first to get to grips with the problem. It had loans of over \$900m but capital of only \$720m. According to Mr George Gunson, the chief executive, there were a number of choices: go to the shareholders,

"The consortium banks' predicament raises questions about their longer-term future. What are they, if not warehouses for bad loans?"

Libra Bank, with loans of \$1,200m, came up with a similar scheme but, because its exposure to possible loss was larger, the special deposit amounted to \$450m. This brought its provisions up to 26 per cent, like Eulabank. The exercise was particularly onerous for Chase Manhattan which owns 24 per cent of Libra and had to deposit over \$100m.

The other two banks have yet to report but are believed to be considering similar schemes. Eurobrab, whose financial year ends on December 31, has been discussing proposals with the regulators of its shareholders but does not expect to make any announcement for several weeks.

Barclays increases sterling issue to £250m

By Clare Pearson

THE RAPID increase in the size of a new issue for Barclays Bank, by £50m to £250m, underlined continued support for the sterling sector of the Eurobond market yesterday.

Eurosterling bonds closed about 1/4 percentage point higher at the longer end, with dealers seeing good Continental demand, especially for bonds issued by better quality corporate borrowers.

The market was underpinned by the strength of sterling and had shaken off initial disappointment suffered on Tuesday after Mrs Margaret Thatcher, the British Prime Minister, ruled out an early cut in interest rates. This was now being viewed as bullish, since it unseated the Government's commitment to fighting inflation.

Barclays' bond, launched through a Jersey subsidiary, was well received, especially because it was a large issue, providing liquidity. In contrast to the

INTERNATIONAL BONDS

recent crop of subordinated issues for bank borrowers in Eurosterling, it ranks as senior debt.

The five-year 9 1/2 per cent bond, priced at 100 1/4, provided an initial 5/8 basis point yield margin over gilts. This widened out by about 5/8 basis points after the deal was increased, though the bond was traded with its 1 1/2 per cent fees at about less 1.50 bid. The issue was led by Barclays de Zoete Wedd.

Pirelli, the Italian tyre company - a rare issuer in the Eurobond market - took advantage of rapidly growing demand for Euro bonds with an Euro80m three-year deal. Bankers Trust International, the lead manager, said the investment community had an improving view of Pirelli, which is attempting to take over Firestone, the US tyre company.

The 7 1/2 per cent issue for Pirelli Financial Services, priced at 101 1/4, was bid at less 1.30 compared with 1 1/2 per cent fees.

The Euro sector of the market has been attracting investors' attention recently as the D-Mark has strengthened against the D-Mark, and as the yield differential between Euro and D-Mark bond yields has widened in the Euro's favour.

Demand however seems to be focused on shorter-dated bonds for corporate borrowers. An eight-year issue for the European Investment Bank, launched on Tuesday, was quoted at prices outside its fees yesterday.

Credit Suisse First Boston led an A\$50m four-year deal for Glaxo, the Australian firm. This 12 1/2 per cent bond, priced at 101 1/4, was traded with its 1 1/2 per cent fees at less 1.10 bid.

Privatbank announced a 10 per cent D-Mark three-year bond for Babel Finance, a subsidiary of the Belgian savings bank, priced at 101 1/4.

Eurodollar bonds traded thinly in a narrow range, apparently awaiting US economic data, due tomorrow, to find a new direction.

In the D-Mark market, domestic bonds closed about 1/4 point higher than D-Mark Eurobonds, with only about 1/4 point in small turnover.

In Switzerland, bonds rose by about 1/4 point in good turnover with supranational issues in particular demand. A SFR200m 4 per cent 10-year bond for the Inter-American Development Bank closed its first day's trading at 98 1/2 compared with a 100 1/4 issue price.

Belgium tapped the Swiss franc market twice yesterday: first with a novel 10-year deal through Shearson Lehman Brothers Finance, and secondly with a five-year bond led by Kreditbank (Swiss). Both issues were for SFR100m.

The 10-year deal, priced at 101 1/4, pays 4 per cent for the first five years, after which investors may choose to put it. If they do not, they will receive 5 per cent for the rest of the bond's life.

This is the first bond with a "step-up" coupon issued in Switzerland and is designed to attract investors who believe Swiss interest rates are more likely to rise than fall. On its five-year deal yesterday, Belgium paid a 4 per cent coupon but the issue price was set 1/4 point lower at 101. Shearson said the bond was offered at less 1 1/4.

Meanwhile, a new SFR200m bond for Ireland met an unenthusiastic response, with dealers citing oversupply of primary market paper and some resistance to the borrower's name. The 12-year 4 1/2 per cent deal, led by Union Bank of Switzerland, was offered at around less 2 1/4. The issue price was 100 1/4.

A SFR200m bond for Norsk Hydro met a slightly better response, but it was quoted at around less 1 1/4 offered. The 12-year 4 1/2 per cent deal, priced at 101 1/4, was led by Credit Suisse.

AIBD wins UK legal exemptions

BY STEPHEN FIDLER, EUROMARKETS CORRESPONDENT

THE BRITISH government has opened the way for the exclusion of the international bond market from important parts of the UK's new securities laws.

The move will allow the Association of International Bond Dealers to be excluded from the provisions of a section of the 1986 Financial Services Act.

It had been claimed that full enforcement of the Act, which would have required the AIBD to seek authorisation from UK regulators, would drive the Eurobond market out of London. The amendment should allow the market to continue operating broadly as it does now.

The amendment was contained in a statutory instrument laid before Parliament, which came into force on February 27.

Technically, it lifts the requirement that all international securities self-regulating organisations must seek authorisation from UK regulators to carry on their business but allows them to continue as designated investment exchanges.

The wording of the amendment, introduced by the Department of Trade and Industry which is responsible for the legislation, appears to be pointedly directed to allow the exclusion of the AIBD.

The Secretary of State can make the exclusions "having regard to such matters affecting international trade, overseas

earnings and the balance of payments or otherwise as he considers relevant" and provided that it would "not result in any undue risk to investors." No exclusions have yet been made.

The move will not affect foreign stock exchanges operating in London, or indeed the London stock exchange itself, whose members will be required to fulfil far more onerous reporting requirements than now seem likely for AIBD members.

The AIBD's designated exchange status will also allow certain primary market practices thought to be under threat from the legislation - such as the price support provided to new issues - to continue, provided

that the regulations are incorporated into the AIBD rule book.

Firms which lead-manage new Eurobond issues would have to detail their costs to co-managing firms under new guidelines being drafted by the International Primary Market Association (IPMA), which groups new issue houses, Reuter reports.

The proposed rules will be considered at a board meeting in April, along with other regulations bringing some primary market activities under the aegis of the AIBD in order to comply with the Financial Services Act.

Lead managers are allowed to deduct costs of stabilising the price of a new issue before distributing fees to co-managers.

Brady adviser defends circuit breakers

BY ALEXANDER NICOLL, EUROMARKETS EDITOR

A SENIOR staff member of the US Presidential Commission which examined the October stock market crash yesterday sprang to the defence of so-called "circuit breakers" for financial markets.

The commission's proposal for such mechanisms, which would temporarily halt trading when it became disorderly, has run into criticism, particularly in the UK where the Government and the Stock Exchange are united in their opposition and see halts in the US as a marketing opportunity for London.

Mr Bruce Greenwald, economic adviser to the commission, chaired by Mr Nicholas Brady, yesterday attempted to justify circuit breakers on the grounds that they would give market participants time to "re-inform" themselves when transmission of information breaks down.

Delivering the Midland Bank Public Lecture at Bristol University last night, Mr Greenwald said circuit breakers would consist of mechanisms not just for shutting down markets, but for

reopening orderly business as quickly as possible.

They would prevent exchanges from being faced with only two unpalatable alternatives: to let disorderly trading continue, as occurred in the US where prices differed by as much as 20 per cent; or to close down, as happened with disastrous consequences in Hong Kong.

Mr Greenwald argued that the problem was not that prices fell sharply on October 19 and 20, but that the flow of information was broken - meaning, for example, that specialists and their customers had asymmetrical amounts of information.

He said a circuit breaker would allow a process of re-information by having a fixed "open order" period during which no trading would take place but specialists' order books would be open for inspection. Orders could be put in, changed or withdrawn during the process. Markets would then be reopened and prices allowed to adjust freely and in as fair circumstances as possible.

Paris SE to abolish fixed tariff next year

BY GEORGE GRAHAM IN PARIS

THE PARIS Stock Exchange will finally abolish its fixed commissions tariff in June 1989, in the wake of the far-reaching reforms introduced this year and culminating in the end of the stockbroker's fixed shop in 1992.

The fixed commissions tariff, which dates back to 1890, is expected to be ended in the detailed decrees elaborating the stock exchange reform bill, which are due to be signed shortly by the Finance Minister.

Stockbrokers still have the status of government officers in France and must swear an oath to the minister on taking office. In common with other closed professions, such as that of notary, fees are fixed by ministerial decree.

The end of the fixed tariff is not expected to lead to a significant reduction in the overall level of stockbroking charges.

French commissions are higher than in some other European markets but taxes are relatively low, leaving the total level of dealing costs close to the average.

The tariff had a symbolic value, however, and Mr Xavier Dupont, chairman of the stock exchange, threatened last year to "pack his bags" if it were abolished. Exchange officials indicated yesterday that his statement had formed part of a negotiating position and that Mr Dupont's bags remain unpacked.

Equity commissions started at 0.65 per cent of the transaction cost, falling progressively to 0.215 per cent on deals over FF2.2m (\$389,000). With value added tax on the commission, and a stock exchange tax of 0.3 per cent, the total transaction cost is about 1.07 per cent.

Brokers expect, however, that there may be a considerable change in the structure of dealing charges. Large institutional clients will be able to negotiate for net prices - in which brokerage and dealing costs are included in the quoted share price - while small investors may have to pay something closer to the real cost of their transactions.

The end of the official tariff is also expected to give an impetus to market-making activities. Institutional brokers who see their commission income declining are likely to try to compensate with earnings in the market-making field.

This will require further changes to stock exchange regulations, however, since the current rules on position taking by stockbrokers are highly restrictive.

In spite of efforts by the French Treasury to promote market-making activity, *contrepertes* or position takers are only allowed to intervene against the flow of the market and are still subject to transaction taxes.

Senior stockbrokers, however, indicate that the ministry has promised them a reduction or even the abolition of the stock exchange tax. Transactions on provincial exchanges are already exempted from it.

Ministry officials refused to comment until the minister has signed the decrees.

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

Table with columns: US DOLLAR STRAIGHTS, YEN STRAIGHTS, OTHER STRAIGHTS, CONVERTIBLES, and FLATBOND RATE. Includes bond names, maturities, and prices.

Table with columns: DEUTSCHE MARK STRAIGHTS, SWISS FRANC STRAIGHTS, and CONVERTIBLES. Includes bond names, maturities, and prices.

Small text at the bottom left of the FT International Bond Service section.

Advertisement for Japan Finance Corporation for Municipal Enterprises. Features a logo, text: 'U.S. \$150,000,000 Japan Finance Corporation for Municipal Enterprises 9 1/4 per cent. Guaranteed Bonds due 1995', and a list of participating banks.

UK COMPANY NEWS

LOW-PERFORMING BUSINESSES CONTINUE TO FACE HEAVY SCRUTINY

UK boost lifts GKN to £147m

BY CLAY HARRIS

GKN, the motor components, defence and industrial services company, yesterday reported a 10.6 per cent advance in pre-tax profits to £146.5m in 1987. A slight fall in trading surplus was more than offset by an increase in contributions from related companies and a reduction in interest payments.

The results, accompanied by an 11.5 per cent increase in total dividend payments for the year, boosted GKN shares by 11p to 335p.

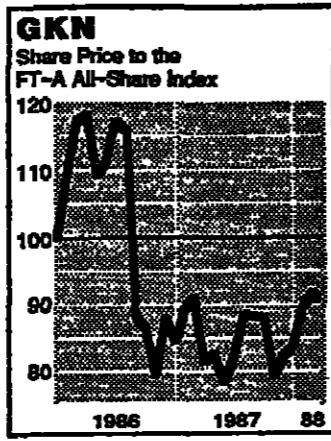
Sir Trevor Holdsworth, who is to retire as chairman in June, said the year had been marked by a much improved performance in the UK which enabled the group to reduce its tax charge from 38.8 per cent to 34 per cent.

Mr David Lees, Sir Trevor's designated successor, said he believed GKN had completed its closure programme. However, low-performing businesses which failed to meet the group's minimum target of 15 per cent return on capital employed would continue to face heavy scrutiny.

**GKN profits by sector (£m)**

	1986	1987
Trading surplus	148	138
Automotive & defence	101	92
Industrial services	29	35
Autoparts distribution	7	11
Steels & forging	-	-
Rented companies	24	37
Net interest payable	(57)	(29)
<b>Total pre-tax profits</b>	<b>132</b>	<b>147</b>

†Column does not add up precisely because of rounding



not have a material effect overall, although they improved results from continental Europe and reduced those from the US. The geographical split of trading surplus was: UK £48m (£34m), continental Europe £68m (£77m), US £13m (£28m), others £8m (£7m).

A progressive decline in pension contributions led to a full holiday from April, improving profits by £3.5m.

An extraordinary charge of £22.4m (£36.5m) included a loss on GKN's disposal of £84m of its stake in Allied Steel and Wire.

Net borrowings at year-end fell to £282.3m (£277.2m). Despite a transfer to reserves of £28.3m (£1.3m), the highest figure for a decade, shareholders' funds fell to £612.7m (£645.1m) as a result of currency movements and goodwill write offs. Gearing declined from 51 per cent to 38 per cent.

Earnings per share rose by 21.8 per cent to 34.7p (£23.5p). The final dividend of 9p (8p) raises the total to 14.5p (13p).

See Lex

Turnover fell by 7.8 per cent to £1.9bn (£2.06bn), but sales were up 5 per cent in underlying businesses. Figures were not strictly comparable because of the sale of the steel stockholding division in September 1986 and the spinning off of special steels and forgings into a related company, United Engineering Steels.

The smaller contribution from automotive and defence activities reflected the full-year effect of the lower prices for constant velocity joint products in North America which were negotiated in 1986 in return for long-term supply contracts.

GKN intends to develop defence contracting into a separate sector, roughly equal in size to automotive and industrial services, through the "stepped growth" of acquisitions and joint ventures.

Changes in exchange rates did

CRH rises 27% on back of UK profits

BY DOMINIQUE JACKSON

CRH, the acquisitive Dublin construction and building materials group, yesterday announced pre-tax profits up 27 per cent from £36.2m to £46.9m on turnover up a quarter from £567m to £707m for the year to December 31 1987.

In Ireland profits fell by 10 per cent to £14.5m, but UK profits more than doubled to £12.7m. European operations provided 18m, up 57 per cent, while US profits were £19.5m.

Mr Tony Barry, chief executive, said CRH, formerly known as Cement Roadstone Holdings, would continue its strategic policy of moving out of Ireland.

where operations now accounted for only 25 per cent of the business.

Mr Barry said profits were adversely affected by the slide in the Irish punt against sterling. CRH uses period-end exchange rates which made a £2.5m difference to final pre-tax profits.

The board recommended a final dividend of 2.64p for a total year dividend of 4p (3.7p). Earnings per share rose 10 per cent to 13.7p (12.4p).

The company made eight acquisitions, representing an investment of £123m. Total expenditure, including capital investment net of disposals, was

£146m. Six acquisitions were in the US.

He was confident the US remained a vital market for CRH and the company would be on the lookout for further acquisitions there.

**comment**

These figures were in line with expectations and the shares closed unchanged. The UK operations performed better than expected while higher redundancy costs knocked the Irish contribution to group profits. A similar balancing act was seen in the US where buoyant markets in

the Pacific states and North Carolina offset a downturn in construction in the mountain states and Texas. CRH remains bullish about the US and could well take advantage of the weak dollar to scoop up another acquisition over there. Gearing is currently 32.7 per cent, little changed from last year, but the company is highly cash-generative and would have no problem funding another purchase. The jewel in the crown is Catalan Concrete in Spain which CRH won by a whisker from keen competitors such as Steeley. Current forecasts are for £57.5m giving a prospective p/e of about 9.

Further acquisitions for Pacific Sales

BY PHILIP COGGAN

Pacific Sales Organisation, one of the star "shell" stocks of the pre-October bull market, was on the move again yesterday, announcing two more acquisitions and preliminary results for the six months to December 31 1987.

PSO is a small company importing leather goods from China until a group of investors

including Mr Tony Berry, the chairman of Blue Arrow, moved in last year. The news caused the shares nearly to treble in one day.

Yesterday's acquisitions are also in the office services sector. Westcoast is a national distributor of laser printers and is forecasting pre-tax profits of £750,000

for the year to July. Midlands-based Cyprian supplies and services photocopiers and made pre-tax profits of £415,000 in 1987.

PSO is initially paying £5.6m for Westcoast in the form of 2.1m shares and £750,000 cash. The initial consideration for Cyprian is £1.6m made up of 601,000 shares and £275,000 cash. In both cases, further payments

may be made dependent on future profits.

The group is changing its year end to December 31 and thus the six month figures represent a full fiscal period. They show pre-tax profits of £595,000 on sales of £2.98m; on an annualised basis this indicates pre-tax profits of £1.2m.

Bond stake in M&G Group lifted to over 9%

By NIKKI TAIT

Bond Corporation, the Australian company headed by Mr Alan Bond, continues to increase its stake in M&G Group, Britain's largest unit trust company. Yesterday Bond announced that it had acquired a further 700,000 shares, bringing its total interest to 7.65m or 9.23 per cent.

Bond first declared a new seven per cent interest in late December, and then notified a further increase to 8.32 per cent in February. Bond's London office has consistently made little comment on the company's intentions towards the British group, while M&G has simply stressed its desire and intention to remain independent. The two sides met last month when Mr Bond was in London.

M&G does, however, have one very large shareholder in the form of Esmees Fairbairn Charitable Trust, with 51 per cent. Britannia Arrow has also built up a holding of just over 5 per cent. Yesterday, M&G shares gained 3p to 376p.

BSN denies UB stake report

BSN, French food group, yesterday denied a newspaper report that it had bought shares in United Biscuits, food and restaurant company. The UB share price rose 11p to 272p on heavy trading volume of 7.5m shares.

UB indicated it had seen no unusual activity on its share register. It is due to report its 1987 results next Wednesday.

Chemical Methods shares suspended

Shares in Chemical Methods Associates, California-based maker of commercial dishwashers, were suspended last night at 2.2p pending an announcement. The company was floated on the USM in May 1983 through an offer for sale at 115p. In 1986, it reported pre-tax profits of \$55,000 on turnover of \$9.8m. At the suspension price, it has a market value of \$2.64m.

Bank of Near East

A slight fall in taxable profits was reported by Commercial Bank of the Near East for 1987 at £1.02m compared to £1.06m

Hillsdown exceeds City expectations with £110m

By NIKKI TAIT

Hillsdown Holdings, the food, furniture and property group, yesterday exceeded City expectations with pre-tax profit more than doubled to £110.2m for 1987. In 1986, the company made £54.9m before tax and analysts were expecting £105m to £107m for the past 12 months.

To an extent, the increase reflects the acquisition of some 50-odd companies during the year - ranging from the £165m purchase in July of Maple Leaf Mills, the Canadian agriproducts group, to the likes of Fairview, a house-builder, and Twydale Turkeys.

However, Hillsdown directors said yesterday that organic growth also exceeded 30 per cent, with the meat, poultry and furniture/timber interests doing particularly well.

The pre-tax figure was achieved on sales of £3,040m, compared with £1,700 last time, and earnings per share are up from 16.3p to 32p. The fully diluted earnings figure, allowing for last summer's £150m convertible Eurobond issue, would not be significantly different, said the directors.

They maintained that the progress was well spread throughout Hillsdown's operations, and that current trading results for 1988 were "encouraging". Despite the present uncertainties, Mr Barry Solomon, chairman, predicted "another successful year of growth and progress".

The company declined to reveal the contribution from Maple Leaf, but says that overseas operations - principally Maple Leaf and the Clearwater fish businesses - contributed £20m to the total operating profit of £134.5m, and produced sales of £275m. Overseas sales are currently running at more than £800m a year.

During the year, acquisitions and capital spend cost more than £600m - with more than £100m going on new capital projects and some £450m on building up the timber and fish interests and the Maple Leaf deal. Businesses sold raised £35m and "other disposals are under consideration where long-term growth projects are considered unattractive", said Mr Solomon. He was not elaborating, yesterday, but Hillsdown has previously suggested that there might be scope for selling on

Division	Operating profit £m	Sales £m		
		1986	1987	1988
Food processing/distr	28.1	15.4	1,046.1	549.2
Furniture/timber	34.7	8.4	969.5	202.5
Fresh meat/bacon	15.8	8.0	830.4	514.8
Poultry/eggs/animal feed	27.5	21.7	452.9	323.0
Property	19.9	5.0	81.5	21.2
Stationery	5.5	5.2	59.7	53.6
Other	6.0	1.9	98.2	38.3
Less head office costs	(2.6)	(2.0)	-	-
<b>Total</b>	<b>134.9</b>	<b>63.6</b>	<b>3,036.6</b>	<b>1,702.6</b>

parts of the Maple Leaf group. Nevertheless, Hillsdown was left with net debt of £264m at the year-end - down from its peak of £500m - and gearing of 94 per cent. The company reiterated that it had never been frightened of high gearing levels.

The interest charge last year was £26.5m (£8.7m). Goodwill of £162m was written off and a property revaluation has produced a £101m surplus. Hillsdown's listed investments totalled £32.2m at the year-end compared with £47.1m.

The tax charge of £16.6m (£7.8m) runs out at the expected 15 per cent. If the business were to remain static, Hillsdown currently predicts a charge in the low 20s for the current year.

The shares added 1p to 302p yesterday.

See Lex

Kode climbs to a record £2.74m

Kode International continued the progress it anticipated at the six months' stage and for 1987 as a whole raised pre-tax profits from £2.13m to a record £2.74m.

Mr Ron Marler, chairman, pointed out that the Bristol-based computer equipment group was moving strongly forward and that management at subsidiary and group level were confident and alert to opportunities for future growth. The rationalisation of the information technology division gave greater credibility and increased potential for the future.

Meanwhile, the dividend for 1987 is being stepped up by 2.5p

to 15.5p via a final of 10.5p from earnings of 30.7p (23.7p) per 25p share.

Turnover for 1987 totalled £33.99m (£27.78m). Tax accounted for £1.01m (£904,000).

**comment**

Last June's integration of Kode's information technology subsidiaries is already paying off and the full benefits of rationalisation should be seen in 1988. Kode, which believes it now has the right management in place throughout the group, has also turned Kam Circuits into an efficient manufacturer three years ago it was losing money, now it rejects only 3 per cent of its

printed circuit boards, compared with 25 or 30 per cent on most other companies' production lines. Kode does not break down its preliminary results but IT remains the motor for the company's growth, with Moore Reed, its defence contractor, perhaps the only disappointing subsidiary. This year the group has a strong enough balance sheet to consider acquisitions, possibly in the lucrative computer maintenance sector where Kode is already active, and pre-tax profits of £3.2m are feasible. The shares rose 3p to 389p yesterday and look cheap on a prospective multiple of about 10.

Year-end recovery as Inoco hits £0.23m

Inoco, the property company that completed the sale of its oil subsidiary in October, achieved a pre-tax profit of £233,000 for 1987 following a loss of £33,000 for the first six months. This compares with a loss of £87,000 for 1986. There were extraordinary

charges of £2.34m largely related to oil interests. No dividend is to be paid.

Turnover was £3.73m (£1.76m), administration expenses £603,000 (£710,000), interest paid £382,000 (£76,000), tax £26,000 (£186,000). Earnings per share were 0.4p

(loss 5p). At December 31 1987 net assets per 10p share were 30.5p (19.3p).

The company will be seeking approval to eliminate the accumulated deficit on profit and loss account by reducing the amount of the share premium account.

Pittard Garnar below forecasts

By NIKKI TAIT

Pittard Garnar, the leather group which evolved from the former Pittard and Garnar Booth companies after a bid battle involving Hillsdown Holdings last May, yesterday reported annual pre-tax profits below analysts' expectations at £2.36m.

The Garnar acquisition has been merger-accounted, and on that basis the 1987 figure compares with £5.31m for the combined group in 1986. Turnover was £156.8m, against a restated £121.4m in 1986. Earnings per share came out at 15.6p, against 16.5p.

The former Pittard business alone saw a rise in operating profits from £4.19m to £4.46m, and pushed sales up by 7 per cent, with volume growth accounting for almost two thirds of this. The leather boots and shoes performed strongly, but the shoe uppers leather side suffered a second-half slowdown as UK

shoe-makers faced increased import penetration. At the pre-tax level, Pittard made £4.38m (£4.17m), and its margins eased from 3.6 per cent to 9.3 per cent.

Garnar fared less happily in the second half. After making an operating profit of £2.8m in the first six months, it produced only £3.97m in the full year. At the pre-tax level, the figure was £2.01m, against a depressed £1.14m last time, and margins edged up from 1.5 per cent to 1.8 per cent.

The group says that operations which have now been closed contributed losses of £295,000 to Garnar's figures - principally the Atlantic Tanning business in Northern Ireland. Here, clothing leather operations suffered a squeeze on margins as sheepskin prices soared and the shoe uppers side shared the Pittard problem, but with less insulation from higher specification products.

Pittard Garnar has also discontinued its animal by-products business in Scotland, and is negotiating to sell the former Garnar head office in London, which it says will cut out £400,000 of duplicated overheads. Other reorganisation includes the integration of the fellmongery operations with the sheepskin tanneries.

The interest charge last year was £2.33m, and at the year end gearing stood at 56 per cent. Below the line, the cost of reorganisation and closures, offset by some disposal profits, produced a £2.95m extraordinary item. The tax charge is £1.82m.

**comment**

Pittard abandoned an insulated higher-margin niche within the volatile leather industry when it merged with Garnar Booth last summer and has immediately felt the full force of turmoil at the

raw material end. Sheepskin prices have risen by anything from a third to a half, and passing on costs is difficult for Garnar, whose products are less sophisticated than Pittard's. That may change. The merger logic was that Pittard's technical expertise could help Garnar's products, and the closer relationship between the fellmongeries and tanneries looks a sensible management step. Certainly, Garnar's 2 per cent margin on manufacturing operations appears to offer ample scope for improvement, and the bulk of the reorganisation costs should be out of the way. That said, it could be 1989 before much of this benefit works through, and on the shoe leather side there is little comfort all round. It is hardly surprising then that analysts' forecasts vary widely for the current year - anything from £7.5m to £9.5m was being mooted yesterday.



**Ultramar**

THE YEAR 1987

RESTRUCTURING SUCCESSFULLY COMPLETED

- Net profit before extraordinary items at \$43.6m
- Oil and gas production over 93,000 barrels of oil equivalent per day
- Dividend increased 24%
- Canadian product sales exceed 109,000 barrels per day

	Year 1987 \$ million	Year 1986 £ million
SALES REVENUE	1,042.0	1,295.8
PROFIT/(LOSS) FROM CONTINUING OPERATIONS	39.5	(0.4)
NET PROFIT/(LOSS) BEFORE EXTRAORDINARY ITEMS	43.6	(22.1)
EARNINGS PER SHARE	15.8p	(8.1)p
DIVIDENDS PER SHARE (NET)	6.5p	5.25p

OUTLOOK

"We have a sound operational and financial base from which to expand over the longer term, both by internal growth and by the reinvestment of the funds realised from various asset sales."

Lloyd Bensen  
Chairman



ULTRAMAR PLC, 141 MOORGATE, LONDON EC2M 6TX

Heywood Williams Group PLC

Our most successful year so far - near-doubled profits plus a strategic £13.8m acquisition

Ralph Hinchliffe, Chairman

Taxable profits advanced by 91% on turnover up by 56% in the Group's most successful year to date - also a period of rapid expansion.

There were seven acquisitions during 1987 and the drive has continued into the current year with two purchases, the latest a strategic £13.8 million expansion into the motor vehicle replacement windscreen market.

Although new Group companies contributed to the highly satisfactory profits performance, substantial turnover and profits growth came from long-standing businesses.

The outlook in the Group's UK markets remains favourable and action already taken to re-organise the American activities should improve their results.

Chairman Ralph Hinchliffe sums up: "The replacement windscreen acquisition is a unique opportunity for the Group to add to our interests in the automotive market."

"Generally, our extensive capital investment programme will progressively boost profits in 1988 and an ungeared balance sheet with substantial cash reserves will allow further external expansion."

"I am confident that 1988 will be another successful year for Heywood Williams Group."

	1987	1986
Turnover	£230m	£148m
Pre-tax profits	£20.2m	£10.6m
Earnings per share	26.6p	18.4p
Dividends per share	9.5p	7.5p

GLASS AND ALUMINIUM SPECIALISTS

Copies of the report and accounts are available from the Secretary, Heywood Williams Group PLC, Bayhall, Huddersfield, West Yorkshire HD1 5EL.





UK COMPANY NEWS

Attwoods up 25% midway despite decline in dollar

BY PHILIP COGGAN

Attwoods, waste disposal and quarry products group in which Mr Michael Ashcroft's ADT has a 28 per cent stake, yesterday announced a 25 per cent jump in interim pre-tax profits to £5.78m, despite the impact of the dollar's decline.

comment

Plenty has been written about junk bonds and junk mail but people may forget how much they can be made from junk itself. Attwoods' profits suffered from the falling dollar this time and the shares were marked down 14p to 289p; but long term growth prospects for the company are still as good as ever.

Abbott Mead rises 27% as billings pass £97m mark

By Heather Farrahough

Abbott Mead Vickers, the UK's 13th largest advertising agency, yesterday announced year-end results from gleaming new premises on the Old Marylebone Road in London.

Miss World grows to £659,000

BY KATRINA LOWE

Miss World Group increased pre-tax profits by 9 per cent from £602,000 to £659,000 in 1987, on turnover up from £1.48m to £1.57m.

Scheme in December 1985. Mr Eric Morley, chairman of the group, said the 30 per cent stake in the clubs had been written off for the purpose of the accounts due to a further setback just as the Heathrow club was beginning to make profits.

In addition it was planned to sell the Hyde club, and the proceeds would be used to eliminate debt and put the operation into a plus cash-flow position.

John Haggas improves to £1.82m

Strong demand for all but its acrylic knitwear yarns enabled John Haggas, west Yorkshire worsted spinner, to lift its pre-tax profits from £1.78m to £1.82m for the half year to end-December.

In the retail division sales were currently running some 15 to 20 per cent below those of the previous year. The division will not contribute to group profits for the full year and a thorough review is taking place.

Federated Housing up by £1.91m

Federated Housing, Surrey-based residential property developer, returned profits of £4.6m pre-tax for 1987, an improvement of £1.91m over the previous year's figure.

Mr Peter Mead argued that the group's clients - mainly middle class, middle of the road - such as Sainsbury, Volvo and BT, should render it relatively recession proof.

AMV is considering further acquisitions, with the US market being a high priority, according to Mr David Abbott, chairman.

comment

A wrap on the knuckles from the Advertising Standards Authority over AMV's posters for the Daily Telegraph's sports coverage has failed to do much damage to the agency's reputation as the Mister Clean of a dirty world.

Trevian purchase

Trevian Holdings has agreed to purchase Lansdown House, in Leicester Square, London, for £5.75m, from a wholly-owned subsidiary of Banksworth Trust.

J Rothschild

J Rothschild Holdings has bought 250,000 of its ordinary shares for cancellation, at 157p, following which its issued ordinary share capital will be 287.32m.

GRANVILLE SPONSORED SECURITIES

Table with columns: High Low, Company, Price, Change, Dividend, Yield, % P/E. Lists various securities like 206 133 As. Div. Ind. Ordinary, 207 162 As. Div. Ind. Ord.

Granville & Company Limited 8 Lower Lane, London EC3R 8EP Telephone 01-621 1212 Member of FIMBRA

DSL Bank

DM 100 000 000, - Floating Rate Notes Schuldverschreibungen - Serie 225 - 1987/1987

For the three months 25th February 1988 to 24th May 1988 the notes will carry an interest rate of 3.20% (Fibor less 0.10%) per annum with a coupon amount for DM 41.25 per DM 5 000, - note.

Listing in Düsseldorf and Frankfurt

DSL Bank Deutsche Siedlungs- und Landesrentenbank Kennendyallee 62-70, 5000 Bonn 2 Telephone 0228/189-216 Telex 228324 DSL Bank

Public Works Loan Board rates

Table with columns: Years, Effective March 9, Rates. Lists rates for different terms like Over 1 up to 2, Over 2 up to 3, etc.

DM3.00 +

Two weeks ago International Reports predicted: 262.88 "... we are no longer convinced that the DM3.00 barrier is inviolable... Markets bid sterling to a high of DM2.9950 this week, and will test DM3.00 over the next week or two."

... and, then, one week ago: 4.388 "Last gasp or first crack?... Sterling is likely to break through its DM3.00 unofficial ceiling... the Chancellor stands a better chance of turning back the speculators if he lets them build up long positions by taking the cross to DM3.05."

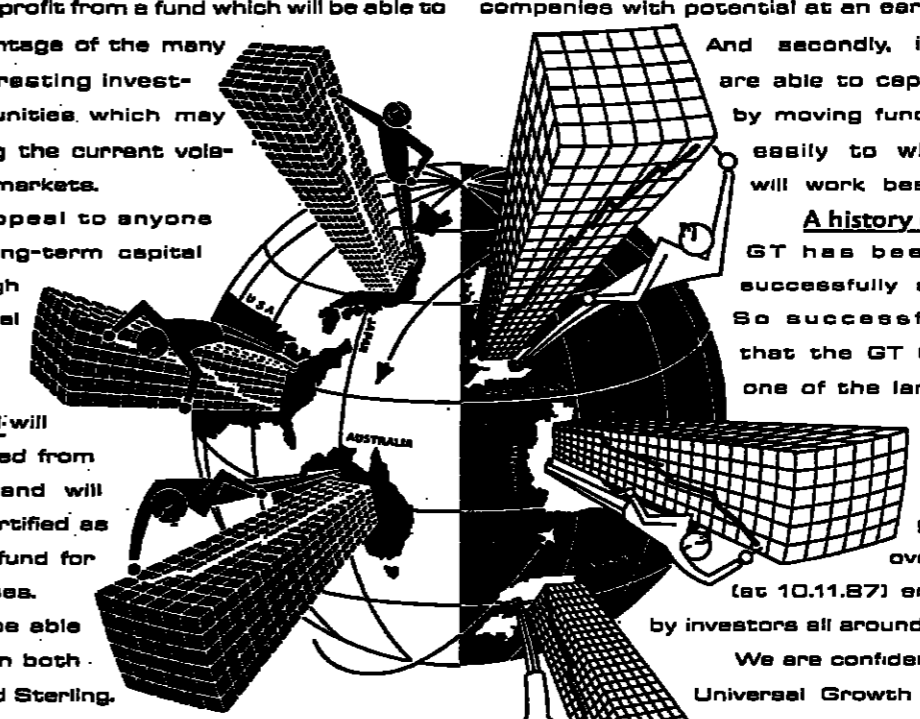
International Reports

For a free sample of this week's predictions and comment, please attach your business card and return to International Reports, Newspaper House, Great New St., London EC4P 4ER or request by telephone (01-353 0631).

GT UNIVERSAL GROWTH FUND

GT's new Universal Growth Fund. (We're well placed to see that it grows.)

The recently launched GT Universal Growth Fund offers an excellent opportunity for investors: the chance to profit from a fund which will be able to take full advantage of the many new and interesting investment opportunities which may emerge during the current volatility of world markets.



are twofold. Firstly, it means we have the sort of local knowledge which enables us to spot companies with potential at an early stage. And secondly, it means we are able to capitalise on this by moving funds quickly and easily to wherever they will work best for you.

Active pursuit of profit To seek the best possible returns for investors, the Universal Growth Fund's portfolio will be actively managed all around the world.

A history of success GT has been investing successfully since 1968. So successfully, in fact, that the GT Group is now one of the largest independent UK investment management groups with over US\$6 billion (at 10.11.87) entrusted to it by investors all around the world.

GI MANAGE MENT PLC

Advertisement for Capel-Cure Myers (CCM) featuring a headline 'First the bad news. And now the good news.' and a table titled 'PENSION FUND RETURNS PLUNGE' comparing CCM's performance to other funds.

COMMODITIES AND AGRICULTURE

US seeks higher minimum under Soviet grain pact

BY NANCY DUNNE IN WASHINGTON

IN THE US-Soviet long-term grain agreement talks, to begin tomorrow in Vienna, US negotiators will make strenuous efforts to both raise the minimum level the Soviets agree to buy and to increase the importance of soybeans as a component of a pact.

superpowers is due to expire on September 30. Under its terms the Soviets agreed to buy 4m tonnes of wheat, 4m tonnes of maize and 1m tonnes of either wheat, maize or soybeans and soybean meal each year for five years.

Wine problem delays EC deal

BY TIM DICKSON IN BRUSSELS

EUROPE'S FARM Ministers last night ended three days of discussions in Brussels tantalisingly close to a comprehensive agreement on budget stabilisers. But sharp disagreements on the detailed proposals for controlling expenditure in the wine sector prevented the signing of a full final accord.

Several passages approved by heads of state had been left deliberately vague and others were open to differing interpretations. On top of this the Commission - edged on by Britain - was keen to avoid the sort of flexible solutions which would add an undue burden to the budget.

Cadmium continues price upsurge

By David Blackwell

CADMIUM PRICES touched record levels of more than \$9 a lb on the free market yesterday, continuing the sharp rise sparked by a combination of strong demand from battery makers and disruptions in supplies.

The price reached what one trader called "totally uncharted territory" on February 16, when it went from \$4.50 a lb to more than \$7. It hit a new record of \$8.20 a lb on Monday, mainly on the back of buying by manufacturers of nickel-cadmium rechargeable batteries.

Rift remains at cocoa talks

PRODUCERS AND consumers at the emergency talks of the International Cocoa Organisation (ICCO) in London remained far apart yesterday on the question of support pricing, writes David Blackwell.

Syria puts out welcome signals

BY MICHAEL FIELD

AT THE end of last year the new Syrian Minister of Petroleum, Dr Metanun Habib, wrote to all the industrialised countries' ambassadors in Damascus asking them to tell their oil companies at home they would be welcome in Syria.

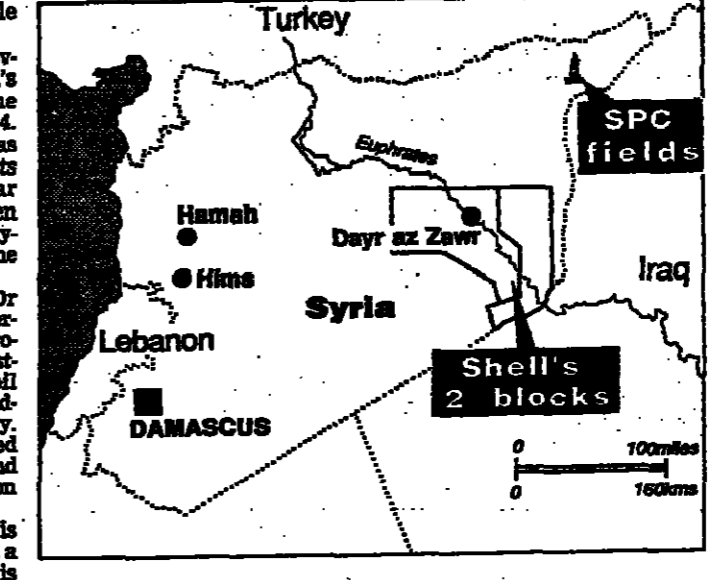
He also asked them to supply to him lists of companies which might be willing to do exploration on a service-contract basis. This implied that in granting licences the ministry was thinking of negotiating slightly more rigorous terms than apply under Syria's present Egyptian-style production-sharing deals.

Al Furat's work is funded entirely by the foreign shareholders but the Government has an equal vote in its spending decisions.

The first Shell discovery, made in 1984, was the Thayyran field, now fully developed and producing 60,000 b/d of light crude. Four smaller fields came on stream last December and are producing 40,000 b/d.

Gas from the Shell fields is to be processed locally. The dry gas will be used to generate electric power and the small quantities of liquefied petroleum gas will be bottled.

A contract for a processing plant is expected to be let in the next few weeks, probably to the Canadian company Propack. The reason for Shell's success, after 30 years in which the Syrian state company and various foreign licensees found oil in only



one part of the country, lies in the enormous recent improvements in seismic survey technology. The earlier drilling was done in the north-east because that region was near some of the Iraqi fields and, like oil-rich areas elsewhere in the Middle East, had surface topography which suggested oil reservoirs.

It is now finishing the reprocessing of seismic data shot by the Romanian state oil company in the 1970s. Its managers say they can see structures like those in the Shell areas in the south. The company will start its own seismic surveys this April. It expects to start drilling next January.

It is now reprocessing old seismic data. The most immediate prospect for a new licence is Occidental, which is about to sign for a large block of 10,000 sq km in the south-west. Talks with Petrofina for a block on Syria's southern border are stalled while the Belgian company considers the Government's rejection of its initial offer. It is thought in Damascus that the company may not put in a further bid.

Judgment reserved on tin case appeals

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

The Court of Appeal has reserved judgment on the first round of appeals from decisions so far made by the High Court in support of the collapse into insolvency of the International Tin Council in October, 1986.

Lord Justice Kerr, the presiding judge, intimated that the court's rulings were not likely to be given before late April or early May.

Arctic Sea boost plan

BY OLLI VIRTANEN IN HELSINKI

SOVIET OIL production in the Arctic Sea area is expected to reach 1m tonnes and gas production 4m to 5m cubic metres annually in the near future, according to a Soviet official, Mr Yevgeny Reshetnikov, head of the Soviet Arctic Oil Drilling and Research Institute, said in an interview with the Finnish news agency STT that oil production in the area would be profitable with the price of oil in the region of \$20 to \$25 per barrel.

Brazilian copper hit

BY JOHN BARRIAM IN SAO PAULO

BRAZIL'S COPPER consuming companies have become the innocent victims of an infuriating bureaucratic dispute within the Brazilian Government.

US Markets

TRADING ACTION in the precious metals was not considered overwhelming, with only trade and local activity noted, reports David Blackwell.

Chicago

SOYBEANS 5,000 bu m/c cents/100b bushel

LONDON MARKETS

Table with columns for Commodity, Close, Previous, High/Low. Includes sections for COCOA, COFFEE, RUBBER, and various metals.

WORLD COMMODITIES PRICES

Table with columns for Commodity, Price, Unit. Includes sections for LONDON METAL EXCHANGE, SOYABEAN MEAL, POTATOES, and various oils.

US MARKETS

Table with columns for Commodity, Price, Unit. Includes sections for SOYABEAN MEAL, SOYABEAN OIL, and various grains.

New York

Table with columns for Commodity, Price, Unit. Includes sections for GOLD, SILVER, and various metals.

Chicago

Table with columns for Commodity, Price, Unit. Includes sections for SOYABEAN MEAL, SOYABEAN OIL, and various grains.

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EUROPEAN OPTIONS EXCHANGE

Table with columns for Series, Vol, Last, and various dates (May 88, Aug 88, Nov 88, Dec 88). Includes sub-sections for SILVERP and various stock options like ENE Index C, ENE Index P, etc.

TOTAL VOLUME IN CONTRACTS: 36,673

A=Ask B=Bid C=Call P=Put

BASE LENDING RATES

Table listing various banks and their base lending rates for different terms and currencies.

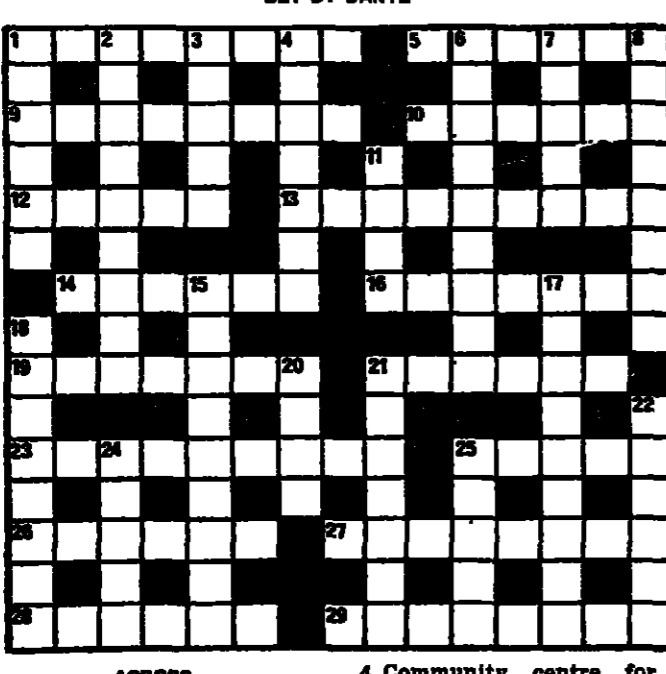
FT UNIT TRUST INFORMATION SERVICE

AUTHORISED UNIT TRUSTS

Large table listing various unit trusts, their managers, and performance data. Includes sub-sections like 'Allied Unit Trusts PLC (subsidiary)', 'City Financial Services & Sec. Ltd.', etc.

Advertisement for Finstat, featuring the text 'When prices matter - Finstat delivers the FT prices online. Unit Trusts, Equities, Gilts, Indices. Daily to your desktop computer.' and the Finstat logo.

FT CROSSWORD No.6,577 SET BY DANTE



- ACROSS
1 Withdrawing, again losing interest (8)
5 Steps inside? (6)
9 Row not unexpected in N. Irish parliament (8)
10 Be run out to one Far Eastern country (9)
11 She appears in an ensemble that's rather colourless (8)
13 Never never use simple language (4,5)
14 In icy conditions victory needs effort (8)
15 Stop and go after amber changes (7)
19 Returns from business (7)
21 With it, the essay is without purpose (6)
23 Without a bit of control, presumably (9)
25 Rock singer in a trouser suit (5)
26 Vegetables on the course (6)
27 18th century composition for an easier service (8)
28 Set out before tea-break to view the property (6)
29 Emphasises the potential of an oriental artiste (8)
DOWN
1 Clara's upset by a scoundrel (6)
2 A cleaner at work among the chattering (8)
3 Right country for Latin? (8)

Handwritten note: 'لا بد ان يكون' (It must be)







FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

Table of FT Unit Trust Information Service, listing various unit trusts such as The French Practice Fund, Prudential Fund Limited, and others, with columns for Name, Investment Objective, and other details.

Table of London Share Service, containing sections for British Funds (Short-Term, Five to Fifteen Years, Over Fifteen Years), Foreign Bonds & Rails, Americans, Money Market Trust Funds, and Money Market Bank Accounts.

LONDON SHARE SERVICE

AMERICANS—Contd

Table listing American companies such as IBM, General Electric, and Ford, with columns for stock price and other financial data.

BUILDING, TIMBER, ROADS—Contd

Table listing companies in the building, timber, and roads sectors, including various construction and materials firms.

DRAPERY AND STORES—Contd

Table listing companies in the drapery and stores sector, including retail and manufacturing firms.

ENGINEERING—Contd

Table listing companies in the engineering sector, including mechanical and electrical engineering firms.

INDUSTRIALS (Misc.)—Contd

Table listing miscellaneous industrial companies, including various manufacturing and service firms.

INDUSTRIALS (Misc.)—Contd

Table listing miscellaneous industrial companies, continuing from the previous section.

CANADIANS

Table listing Canadian companies, including various financial and industrial firms.

ELECTRICALS

Table listing electrical companies, including power generation and distribution firms.

FOOD, GROCERIES, ETC

Table listing companies in the food, groceries, and other consumer goods sectors.

INSURANCES

Table listing insurance companies, including various life and fire insurance providers.

INDUSTRIALS (Misc.)

Table listing miscellaneous industrial companies, including various manufacturing firms.

INDUSTRIALS (Misc.)

Table listing miscellaneous industrial companies, continuing from the previous section.

BANKS, HP & LEASING

Table listing banks, hire purchase, and leasing companies, including various financial institutions.

CHEMICALS, PLASTICS

Table listing chemical and plastics companies, including various industrial and consumer goods firms.

DRAPERY AND STORES

Table listing companies in the drapery and stores sector, including retail and manufacturing firms.

ENGINEERING

Table listing engineering companies, including mechanical and electrical engineering firms.

INDUSTRIALS (Misc.)

Table listing miscellaneous industrial companies, including various manufacturing firms.

INDUSTRIALS (Misc.)

Table listing miscellaneous industrial companies, continuing from the previous section.

BUILDING, TIMBER, ROADS

Table listing companies in the building, timber, and roads sectors, including various construction and materials firms.

BEERS, WINES & SPIRITS

Table listing companies in the beer, wine, and spirits sectors, including various beverage manufacturers.

ENGINEERING

Table listing engineering companies, including mechanical and electrical engineering firms.

HOTELS AND CATERERS

Table listing hotels and caterers, including various hospitality and food service firms.

INDUSTRIALS (Misc.)

Table listing miscellaneous industrial companies, including various manufacturing firms.

INDUSTRIALS (Misc.)

Table listing miscellaneous industrial companies, continuing from the previous section.

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WORLD STOCK MARKETS

Table of stock market data for various regions including Austria, Germany, France, Italy, Netherlands, and Switzerland.

Table of stock market data for Japan, Australia, and New Zealand.

CANADA

Table of Canadian stock market data, including Toronto prices and a list of individual stocks.

OVER-THE-COUNTER

Table of over-the-counter stock market data, including Nasdaq national market prices.

Indices

Table of various stock indices including New York, Dow Jones, and other regional indices.

CHIEF LONDON PRICE CHANGES YESTERDAY

Table showing price changes for various commodities and currencies in London.

When will it dawn on you?

Advertisement for the Financial Times, featuring text about global business opportunities and a cartoon illustration of a man reading a newspaper.

Prices at 3pm, March 9

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table of stock prices with columns for High, Low, Stock, Bid, Ask, and various price points. Includes sub-sections for 12 Month, Stock, and various market indices.

Continued on Page 41





AMERICA

Caution over recent large rises keeps Dow in check

Wall Street

CAUTION towards current post-crash highs was again in evidence yesterday and the Dow Jones Industrial Average moved very little from Tuesday's close, writes Janet Bush in New York. At 2pm, the Dow stood down 4.31 points at 2,076.76, little changed from Tuesday's 2,081.07, the highest close since last October's share price collapse. By mid-session, about 125m shares had changed hands suggesting that the full session would see considerably lower volume than Tuesday when nearly 240m shares were traded. Tuesday's rally was all the more encouraging because it came in active trading, underscoring a growing optimism in the market. The most positive aspects of current trading according to share analysts, are the re-emergence of institutional interest and a palpable caution about bidding the market up too fast. This, they say, provides the ingredients for a more prolonged and sustainable rally. Price gains remain concentrated in stocks involved in takeover situations or the subject of takeover rumours, and yesterday saw blue chips generally rather weak. In the absence of fresh data on the economy, the US Treasury bond market continued to drift slightly lower and is expected to trade in the current narrow range at least until tomorrow's release of retail sales and producer prices figures. The dollar was stable after its post-crash positions opened last Friday when the market fell back after two weeks of gains. The all-share trend index added 1.6 to a record for the year of 82.7 in fairly active turnover. Royal Dutch benefited from a rise in the share price of shell in London, adding \$1.25 to FI 216.70 on expectations of a bounce in the oil price. This helped pull the market higher, although Unilever edged down 20 cents to FI 116.40. Publishers were lifted by VNU's strong profits rise and increased dividend. VNU rose FI 3, or 4.4 per cent, to FI 70.50. Takeover rumours kept up the momentum in the bank and insurance sector as NMB, a recent target of bid speculation, climbed FI 5 to FI 158.50 amid fresh talk that insurer Amev would take a stake in it. Amev was FI 120 higher at FI 53.30. MADRID edged ahead to a new high for 1988 despite fairly thin trading as recent interest rate cuts and merger speculation in the banking sector continued to attract domestic as well as foreign institutions. The index added 1.11 to 267.82 to give the market a 9 per cent rise over the past month. Banks, which have been active

The Treasury's 30-year 8.875 per cent benchmark issue stood 1/4 point lower at mid-session to yield 8.53 per cent. Among blue chip equities, International Business Machines eased 3/4 to \$117.4, Procter & Gamble lost 3/4 to \$82 and General Electric was 3/4 lower at mid-session at \$44. One of the best performers was Imreg, a small biotechnology company, which said one of its drugs had reduced the progression to fully-fledged AIDS in patients with early symptoms of the disease. The company, which had risen 32% by mid-session to \$16, declined to release details of test results pending application to the Food and Drug Administration for a licence. Bear Stearns gained 1 1/2% after news that Jardine Strategic Holdings of Hong Kong was setting up a standby credit line of about \$250m, which fuelled speculation that Jardine could use the funds to buy Bear Stearns stock. Jardine shelved plans to acquire a 20 per cent stake in the securities company after the October stock market collapse. Bear Stearns had no comment on the Jardine action. Walt Disney rose 3/4 to \$63 after Kidder Peabody boosted its investment rating for the company and Drexel Burnham Lambert raised its earnings estimates. Walt Disney yesterday filed infringement actions against several retail outlets in New York which it charged were unauthorised to sell and distribute toy telephones which look like Mickey Mouse. American Standard rose 3/4 to \$27. The company said last Tuesday that it planned talks with Black & Decker, which has made a hostile takeover offer of \$73 a share, and with other potential buyers. However, Black & Decker yesterday said no talks were underway. Unisys fell 3/4 to \$36 in spite of news that its Unisys Defense Systems subsidiary had received three contracts from the Defense Communications Agency worth more than \$26m. Grumman, the military aircraft manufacturer, added 3/4 to \$19.7. It said it would lay off about 700 employees because of reduced aircraft engineering and manufacturing work. Coupled with normal attrition, total jobs in the company will drop by about 2,600 this year. USG fell 1 1/2% to \$26 after news its directors had formally urged shareholders to reject a \$49-a-share tender offer launched by Desert Partners last week. Manhattan Industries, the clothing manufacturer and retailer, fell 3/4 to \$17. The company said it was in talks with jeans manufacturer Salant about a possible joint business venture. Salant's stock rose 3/4 to \$24.

Canada

GOLD issues led Toronto share prices higher across the board in active midday trading. The composite index rose 30.8 to 3,384.5 as advances outweighed declines by 428 to 213 on turnover of 15.1m shares. In golds, Lac Minerals rose 5 1/2% to \$133, International Corona advanced 3 1/2% to \$48, Placer Dome gained 3 1/2% to \$16 1/2, and Eco Bay was up 3 1/2% to \$26. Base metal issues were mostly higher, with Noranda firming 3 1/2% to \$23.2.

EUROPE

Growing optimism fuels new highs

THE BUOYANT tone in some European bourses proved infectious yesterday as shares in the Netherlands and Spain pushed to new 1988 highs and French and Swiss stocks rose strongly, writes Our Markets Editor. Takeover news fuelled Sweden, but Belgium turned mixed after its surge on Tuesday and West Germany remained dull. AMSTERDAM was boosted by positive company news, takeover rumours and covering of short positions opened last Friday when the market fell back after two weeks of gains. The all-share trend index added 1.6 to a record for the year of 82.7 in fairly active turnover. Royal Dutch benefited from a rise in the share price of shell in London, adding FI 2.50 to FI 216.70 on expectations of a bounce in the oil price. This helped pull the market higher, although Unilever edged down 20 cents to FI 116.40. Publishers were lifted by VNU's strong profits rise and increased dividend. VNU rose FI 3, or 4.4 per cent, to FI 70.50. Takeover rumours kept up the momentum in the bank and insurance sector as NMB, a recent target of bid speculation, climbed FI 5 to FI 158.50 amid fresh talk that insurer Amev would take a stake in it. Amev was FI 120 higher at FI 53.30. MADRID edged ahead to a new high for 1988 despite fairly thin trading as recent interest rate cuts and merger speculation in the banking sector continued to attract domestic as well as foreign institutions. The index added 1.11 to 267.82 to give the market a 9 per cent rise over the past month. Banks, which have been active

EARLY gains in blue chip stocks were hit by the pound's renewed advance although the London market found some comfort yesterday in Mrs Thatcher's statement of official sterling policy. The FT-100 index lost 0.3 to 1,515.13 in relatively good turnover. In golds, Lac Minerals rose 5 1/2% to \$133, International Corona advanced 3 1/2% to \$48, Placer Dome gained 3 1/2% to \$16 1/2, and Eco Bay was up 3 1/2% to \$26. Base metal issues were mostly higher, with Noranda firming 3 1/2% to \$23.2. In the banking sector, UBS bearer was \$Fr50 higher at \$Fr3,360 and Swiss Bank was up a strong \$Fr14, or nearly 4 per cent, to \$Fr170. PARIS was buoyed by better-than-expected trade figures for January and expectations of healthy corporate results. The CAC index added 2.1 to 298.2, helped also by strong overnight gains in New York and Tokyo. Volume was estimated to be the match higher than the \$Fr780m recorded on Tuesday, boosted by active buying by domestic institutions. The market's technical position is good, with stocks fairly valued and liquidity healthy, according to one analyst. But underlying concern about the political situation would continue to keep a rein on any rises, he added. Steel tubes producer Vallourec was one of the day's biggest mov-

ers, adding \$Fr7.20, or 12 per cent, to \$Fr92.50 following a favourable broker's report. STOCKHOLM was set alight by speculation of a bid involving Swedish Match and Stora and ended the day higher in active trading. Good corporate results also helped sentiment and the Affarsvarlden index added 6.7 to 790.9. BID rumours were fuelled by the company's Swedish Match having been suspended on Tuesday. But investors had to wait until the market closed for confirmation, with Stora announcing an agreed \$Kr5.9bn cash bid for Swedish Match. Both companies are part of the Wallenberg family group and the bid is good news for the bourse, says Mr Nigel Yandell, research chief at Enskilda Securities. "The combination of these two companies should have a good effect because it focuses attention on takeovers in Sweden," he said. The offer would boost the market's liquidity, he added. There were good results yesterday from Stora, Euro, and SCA, with SCA adding \$Kr1 to \$Kr320. Investor, an investment group which owns a large stake in Swedish Match, rose \$Kr12, or 5 per cent, to \$Kr252. FRANKFURT was little changed in thin trading of less than DM2m with a continued absence of foreign investors. The FAZ index eased 0.19 to 456.31.

ASIA

Nikkei rebounds as Asia shows strong gains

Tokyo

BUYING interest centred on steels, shipbuilding and other large-capitals in Tokyo yesterday, driving share prices higher for the first time in three trading days, writes Shigeo Nishikubo of Jiji Press. The Nikkei average ended 138.66 points higher at 25,605.38. The day's high was 25,620.78 against a low of 25,478.35. Volume swelled to 1,420m shares from Tuesday's 628m and advances led losses by 508 to 406, with 153 issues unchanged. Strong buying enthusiasm was sparked by the post-crash high reached on Wall Street overnight. Institutional investors, who had been acting cautiously, began to place relatively large buy orders for large-capital stocks. Nippon Koken toyed the active list with 147.95m shares changing hands and rose Y10 to Y388. Ishikawajima-Harima Heavy Industries, second busiest with 95.55m shares traded, climbed Y28 to Y905. Kawasaki Steel and Kawasaki Heavy Industries ended Y13 and Y9 ahead at record highs of Y381 and Y248 respectively, while Nippon Steel, third most active with

89.85m shares, rose Y8 to Y444. Large-capital stocks accounted for eight of the 10 most active stocks. The volume of the 10 most active stocks reached a ratio to total trading volume of 51.1 per cent. Heavy electricals also came into the spotlight, with Toshiba adding Y30 to Y778 and Hitachi Y30 to Y1,590. Mitsubishi Electric Industrial advanced Y80 to Y2,550, but buying interest in other high-technology stocks was not as strong. NEC and Canon finished Y10 and Y20 higher at Y1,100 and Y1,140 respectively, while Sony closed unchanged at Y5,250. NTT gained Y16,000 to Y2,44m. Chugitsuya, the supermarket chain, soared Y280 on reports that an unidentified investor group held more than 20 per cent of its outstanding shares, but it fell back to close Y20 higher at Y4,020. Nagasakiya closed Y120 higher at Y3,890 after briefly gaining Y210. Bridgestone shed Y40 to Y1,330, depressed by news that Pirelli, the Italian tyre maker, had launched a takeover bid for Firestone of the US. Bridgestone agreed with Firestone last month to buy the US company's tyre

division. Bond prices continued to fall in thin trading, affected by dealers' small-lot selling for position adjustment. Dealers were becoming increasingly concerned about US trade figures for January to be released on March 17. The yield on the benchmark 6.0 per cent government bond, maturing in December 1997, ended at 4.480 per cent against 4.445 per cent at Tuesday's close. Osaka Securities Exchange share prices also rebounded, supported by strong buying of large-capital stocks. The 250-issue OSE stock average ended 78.68 points higher at 25,935.70 on an estimated volume of 209m shares, up 77m from Tuesday. Osaka Soda drew brisk buying, adding Y130 to Y1,700, while Ono Pharmaceutical surged Y140 to Y4,950, but Nintendo fell further, losing Y120 to Y9,100.

Turnover was the heaviest since November 13, at HK\$1.58m compared with HK\$939m on Tuesday, and the Hang Seng index ended the day at 58.43 at 2,551.78. The day's rise was the largest since mid-January. Sentiment was boosted by the previous strong gain on Wall Street and the perception that Hong Kong share prices were undervalued compared with other markets. Good corporate results expected over the next few weeks also helped fuel optimism. Among blue chips, property shares were particularly popular. Cheung Kong added 30 cents to HK\$7.50 and Hutchison ended up 15 cents at HK\$4.50.

Record year-end profits for Development Bank of Singapore and its plans for a one-for-five issue added to bullish sentiment. DBS rose 30 cents to \$310.70 on volume of over 1m shares. Expectations of good results also boosted Overseas Chinese Banking, up 10 cents to \$66.70, and UOB, which gained 12 cents to \$44.90.

Singapore

RENEWED INTEREST in blue chips and bargain hunting helped boost share prices and turnover, with investors also encouraged by rises in New York and Tokyo. The Singapore Straits Times index rose 14.74 to 932.33. Turnover jumped to 32m shares from 18.6m.

Australia

STRONG demand for industrial stocks in most sectors helped push prices to a high for the year, with the All Ordinaries index adding 24.5 to 1,941. Demand was fuelled by the strong Australian dollar and the gains on Wall Street. Most stocks ended on their highs and sellers

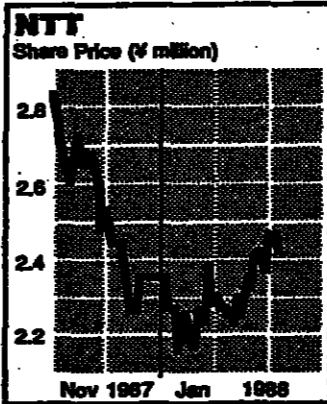
Hong Kong

INSTITUTIONAL investors returned to the market in force for the first time since Black Monday, pushing prices to a post-crash high.

Small investors become net sellers in Japan following post-crash buying spree

Tokyo tests individuals' tenacity

SMALL Japanese investors, who astonished the institutions by rushing to buy shares in the wake of the October crash, have recently been questioning whether the stock market is such a safe bet after all, writes Shigeo Nishikubo of Jiji Press. Net purchases of shares by individuals reached a record Y998.4bn in October, with Y682.5bn of the total bought in the week of Black Monday alone. The buying spree was likened by one broker to the scramble at annual department stores sales, and some fund managers described as reckless, blaming securities bonuses for encouraging it. November then saw heavy demand for the Government's second public sale of shares in Nippon Telegraph and Telephone, although individuals' net purchases of shares overall dipped sharply to Y27.5bn. By December, individuals were net sellers, with sales exceeding purchases by Y552.5bn. The following month net sales were



company to nearly 1m. The public had flocked to buy - in spite of the global crash - encouraged by the success of the first public share sale in February of last year and in the belief that the Government would safeguard shareholders against losses. The share price was expected to jump to Y3m by the end of this year and to Y4m next year. Instead, it has fallen sharply, and by early January was down 21 per cent at Y2.01m. Although the price has since started to bounce back - closing at Y2.44m yesterday - securities houses are finding it difficult to revive individuals' interest in the market. That could change after April 1, when the mortgage system of tax relief on personal savings accounts will be abolished for certain key categories of depositors. More than \$2 trillion (million million) total is held in such accounts and some of it could move across into equities. Shares should also benefit from the growth in pension funds and the gradual easing of restrictions on

share investment by pension funds and life assurance companies. There has, of course, already been a significant shift into the stock market over the past few years. The number of individual shareholders is now about 7.5m, or 6 per cent of a population of 122m. Shareholders range from young female office workers to pensioners, but research shows most are likely to be middle-aged individuals with large savings, such as managers of small or medium-sized companies. Many individuals were lured into investment by the long bull market, when the Nikkei stock average showed double-digit increases for five consecutive years from 1983. The trend picked up with the first public sale of 1.95m NTT shares at Y1.97m a share. Subscribers totalled 10.55m and the market price soared to an immediate high of Y3.18m.

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Jointly compiled by the Financial Times, Goldman, Sachs & Co., and Wood Mackenzie & Co. Ltd., in conjunction with the Institute of Actuaries and the Faculty of Actuaries

Table with columns: NATIONAL AND REGIONAL MARKETS, TUESDAY MARCH 8 1988, MONDAY MARCH 7 1988, DOLLAR INDEX. Rows include Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Hong Kong, Ireland, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, United Kingdom, USA, and various regional indices like Pacific Basin, Euro-Pacific, North America, Europe Ex. UK, Pacific Ex. Japan, World Ex. US, World Ex. UK, World Ex. Japan, and The World Index.

Base Index: Dec 31, 1986 = 100; Finland: Dec 31, 1987 = 115.07 (US \$ Index), 90.79 (Pound Sterling) and 94.94 (Local). Copyright: The Financial Times, Goldman, Sachs & Co., Wood Mackenzie & Co. Ltd. 1987. Listed prices were available for this edition.

Advertisement for Amsterdam Schiphol airport expansion. Text includes: "Amsterdam Schiphol is expanding to get better.", "How can you be better than best?", "Amsterdam Airport Schiphol. KLM's home-base. Voted year after year, in survey after survey, the world's best airport. Yet they have embarked on a ten-year master plan. To get even better. The first stage is completed: a totally new Copier. To handle comfortably and smoothly the increasing number of wide-body flights. And for the rest? Well, Schiphol remains the best. The one-terminal concept. The moving side." Logo for KLM Royal Dutch Airlines.

SECTION III

# FINANCIAL TIMES SURVEY

The role played by futures markets, and in particular by programmed trading, in the October crash has come under intense scrutiny. Euromarkets Editor **Alexander Nicoll** predicts an uncertain period for futures exchanges as the lessons continue to be absorbed.

## A pendulum over the pit

THE EFFECTS of futures and options markets have been a subject of controversy for over a hundred years. But never have they come under such intense scrutiny as in the examination of the October 1987 stock market crash. Much of the initial debate was simplistic. Desperately flailing in search of a culprit, New York and Chicago — the centres of the stock and futures markets respectively — revived age-old mudslinging. But the discussion has been considerably deepened by publication of some weighty reports. The crash raised vital questions for what has been a very fast-growing industry in derivative products: instruments such as futures and options which are based on underlying markets in shares, bonds or currencies, as well as raw materials. How efficiently did the markets perform their functions? Did they exacerbate the fall in share prices? Should they be more tightly regulated? What are their prospects for growth now? And what are the implications for the developing international business in futures and options? These questions overshadow

the world's futures and options community as it meets today in Boca Raton, Florida, for the Futures Industry Association's annual conference. They are important even though only one section of the markets — that in contracts based on stock market indices and stocks — was directly affected. Government bond and currency futures business has continued to grow. And though they mainly concern the US, because it has the largest derivative markets and those most interwoven with the underlying "cash" markets, there were lessons to be learned elsewhere too. Hong Kong's futures exchange was exposed as having grossly inadequate capital backing and almost no supervision. US exchanges have made much of the fact that they continued to provide a marketplace for most of the crucial period on and after October 19 — though all stock index contracts except the Chicago Board of Trade's did stop trading briefly on October 20. However, it is clear that the exchanges did not provide the sort of market that users expected. This was partly due to the unrealistic expectations of users; and partly to structural deficiencies which will have to be remedied. The Securities and Exchange Commission, in its huge report, says the index futures markets had taken on a "price discovery" role which had not been anticipated when they were invented. Due to the linkages between the stock and futures markets, "the futures market has become the market of choice for many institutions that trade actively." One of the ways in which these institutions were using the market was through "portfolio insurance" — a misnamed strategy which involves protecting an equity portfolio by selling stock index futures as the stock market falls, following the dictates of computer programmes. Some \$90 to \$100bn of institutional portfolios were "covered" by this strategy, and as the market fell the computers triggered massive sell orders in stock index futures. The strategy was based on the assumption, however, that such sales could be made at the prevailing market level and without affecting it. The SEC finds that some institutional traders using futures "believed they could increase or decrease market exposure virtually instantaneously, with little market or liquidity costs." It is doubtful whether any market could have provided such liquidity. In fact, only a small proportion of the computer-triggered sell orders could be accomplished, and many institutions switched to direct selling in the stock market. These were the unrealistic expectations of futures markets. Otherwise, they functioned and recorded very high volumes which were cleared efficiently. Options markets, however, had more serious problems. There were long halts in trading. Both the Presidential Task Force headed by Nicholas Brady and the SEC found pricing problems and poor market making. The SEC called for: a review of rules allowing index options to begin trading before the underlying securities; faster opening "rotations" on the Chicago Board Options Exchange (these took excessively long and prevented "free" trading); and new procedures for listing of options series (those listed on screens could not keep pace with the market). A study of market makers to determine "whether they met their obligations to maintain, to the maximum extent possible, fair and orderly markets." These are strictures which exchanges will have to take to heart. Much more nebulous and tinged with politics, however, is discussion of the role which futures market activity played in the share price fall. The SEC says trading strategies using futures have increased the velocity and concentration of stock trading, imposed greater risks on stock market specialists — firms charged with maintaining a market in individual stocks — and strained their ability to provide liquidity. The result has been to increase volatility, it says. Though futures did not cause the crash, the SEC finds that "the existence of futures on stock indices and the use of various strategies involving "program trading" were a significant factor in accelerating and exacerbating the decline." (Program trading involves trading baskets of stocks as triggered by computer programs, done in strategies such as arbitrage between stock and futures markets, and in portfolio insurance.) It suggests higher futures margin payments — the money put down by traders as security deposits. These are much lower in futures than in the stock market, though the common assertion that they are 10 and 50 per cent respectively is a gross oversimplification. However, even the SEC, which wants to extend its role to supervise futures markets, hedges this recommendation with caveats. It is also not keen on limits on market movements. The Brady report, of which the recommendations seem unlikely to carry too much political weight, was far more certain. It called for unified regulation, consistent margining across stock and futures markets, and "circuit-breakers" such as price limits. The weakness of the Brady report was that its vivid and detailed description of what happened was not closely linked with its recommendations. Most remarkable was its advocacy of a unified clearing system, a suggestion which has met widespread support. This is despite the fact that there were no clearing problems during the crash, only unfulfilled rumours of such problems. Moreover, there are widely differing approaches to clearing mechanisms in the US, as well as to the guaranteeing of and charging for clearing. Imposition of a unified system seems virtually impracticable, legally questionable, and would remove the quintessentially American element of competition. Whatever their link with the actual events of October, however, debates on who is to regulate, on margins, price limits, and clearing will rumble on in Congress. In this context, the US futures industry is probably fortunate in having an eloquent chief regulator in Wendy Gramm, who is well-viewed in Congress. She has just been confirmed as chairman of the Commodity



## Financial Futures and Options

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Picture: The Chicago Mercantile Exchange

Futures Trading Commission and is unlikely to favour a diminution of its role. Contained within the report on the crash is a realisation that futures are an integral part of the stock market — a phenomenon which has been increasingly obvious particularly in government bond futures markets around the world. The SEC acknowledges, for example, that "derivative index markets provide valuable hedging and market timing benefits to institutions."

Even if the industry escapes the political onslaught without tough new regulation, it has been dealt a blow. Many exchange seats were sold. Volume in stock-related contracts has slumped. Strategies which use futures — especially portfolio insurance — are being re-examined, as well as riskier uses of options. The liquidity and practices of the markets have been called into question.


Indeed, some houses have abandoned stock index arbitrage purely because it has become politically unpopular, and even though some studies indicate that if arbitrage had worked better during the crash, price falls might have been smoothed. Nevertheless, it remains an important contributor to stock market liquidity.

The retrenchment of business in this field — though other futures markets remain buoyant — is likely to concentrate the minds of many firms involved in the futures markets, already under severe pressure to reduce overheads as a result of the downturn in the markets.

And it is not as though the futures industry was not facing tough challenges before the crash. In particular, established exchanges are increasingly threatened by off-exchange business. This, in turn, is fostered by the domination of financial futures markets by non-traditional futures houses: commercial and investment banks. They have no sentimental attachment to the Chicago pits and open outcry trading methods. They are ready to trade on any market that meets their needs.

Since these users have also been pursuing a strategy of globalisation of financial markets,

Continued on page 8



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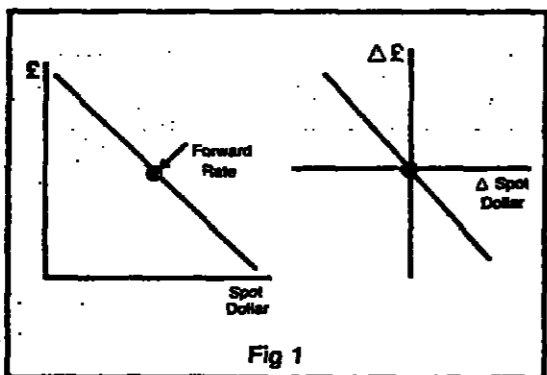
# Take advantage of Futures and Options with the Chase Building Block approach

## Futures and Options are not as different as they seem

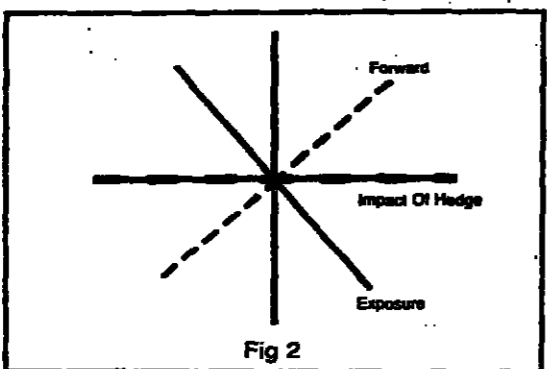
Futures and options are sometimes thought of as dangerous, speculative financial instruments. Yet their use in the markets is spreading. Indeed, market participants often seem to add to the confusion by putting their own brand names on the instruments, so that each one may be known by four or five quite different names. A good way to beat the confusion is to copy our own children and to think of the instruments as being made from a few simple building blocks, just as our children make model castles, bridges, aircraft and so on from quite a small range of simple blocks.

## Using the building block approach

To illustrate this, consider the case of an importer with a dollar obligation. The stronger the dollar, the greater the sterling cost of that obligation and the worse the importer's results. This is illustrated in figure 1. The left-hand

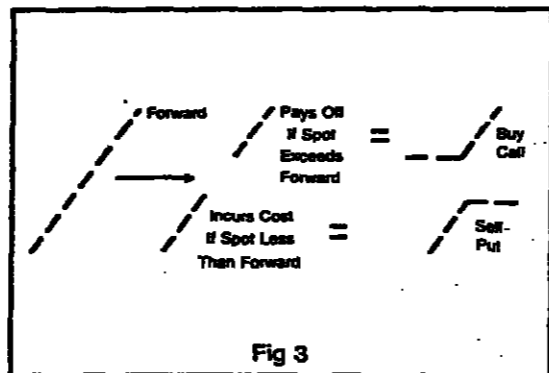


side of the figure shows the range of possible results as a function of the spot exchange rate on the day the obligation falls due; while the right-hand side centres the picture on the forward exchange rate relating to the day the obligation falls due and shows the impact on the importer's results of any deviation between the forward rate and the actual spot rate seen on the day in question.

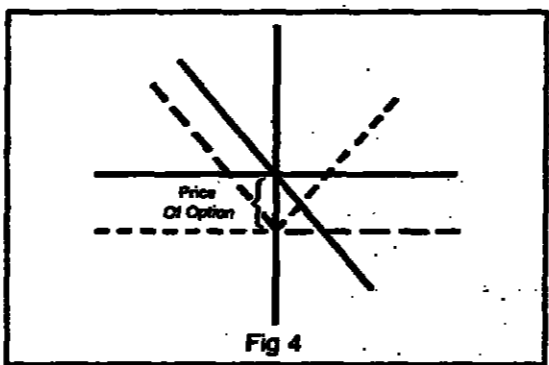


Now let's think of one of the oldest instruments of all — the ordinary currency forward contract. Hedging the currency exposure (the solid line in figure 2) with a forward contract (the dotted line) locks in a rate of exchange

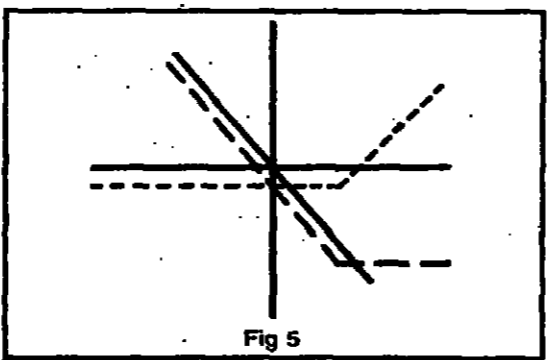
and so eliminates (as shown by the horizontal broken line) the exposure by guaranteeing the value of the currency whatever the actual spot turns out to be. Fine if the spot turns out to be worse than the forward. Not so fine if the spot turns out to be better.



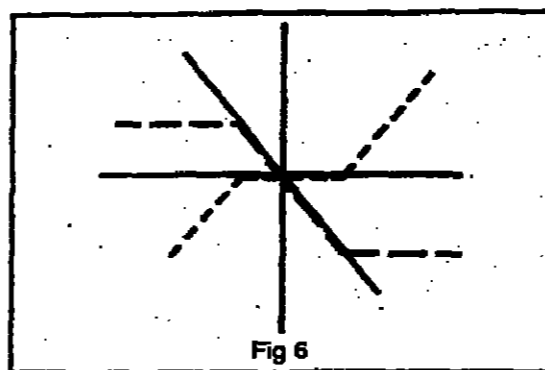
Now let's think of that currency forward as a solid building block and cut it in half as in figure 3. We have then produced a call option on the currency minus a put option. (The put-call parity theorem shows that to buy a call option and write a put option, each with an exercise price equal to the forward rate, is equivalent to buying a forward contract.) Using the call option gives protection against an adverse exchange rate movement. So far so good but the price is relatively high, as shown in figure 4.



Now let's make the call option cheaper by raising its exercise price. Its buyer now gains more from a favourable movement in the exchange rate but must accept the possibility of a greater loss should the exchange rate move unfavourably (figure 5.)

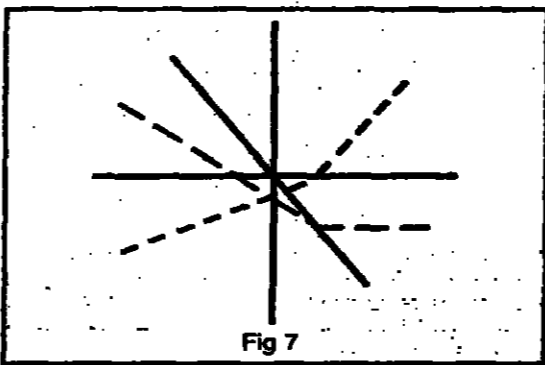


Now let's take both halves of the forward block — the put and call options — and buy a call and sell a put with exercise prices chosen so that the two options have equal value. We now have an instrument with several 'proprietary' names — the range forward, the zero-cost option, the collar, the



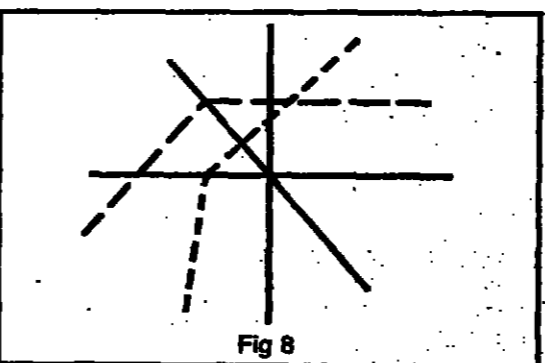
floor-ceiling swap, the cylinder etc. etc.. This instrument, which often involves no cash outlay, removes all the downside exposure beyond a predetermined point (determined by the exercise price of the call option) and pays for its removal by removing all the upside exposure beyond a different point (determined by the exercise price of the put option). In the middle range the exposure remains (figure 6).

Now take the same call option again and consider selling a put with the same exercise price and with the

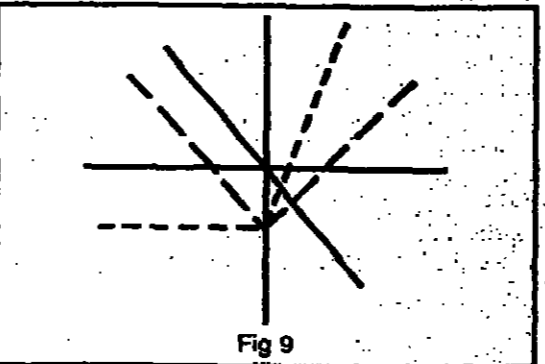


same value as the call. The call is out of the money and the put is in the money. Thus, pound for pound or dollar for dollar the put is more valuable than the call. To produce equal value, the put must be written on a smaller amount than the call.

This put-call combination, known as a participation or a profit-share option, involves no cash outlay yet gives protection against the downside while leaving a share (with no upper limit) in the upside (figure 7).



The list is endless. Want to lock in a rate better than the forward rate? Use a



put-call combination known as a ratio forward (figure 8). Want to benefit from exchange rate fluctuations regardless of direction of movement? Double up on the calls to produce figure 9!

## Using the building blocks

The building-block analogy can be carried over to other instruments and other markets.

Take a block called a ninety-day currency forward and cut it up into ninety one-day slices. It has been turned into a ninety-day currency future with its daily marking to market settlement periods shown by the slices. Do the reverse and stick several ninety-day forward blocks together and they have become a long-term currency swap.

Produce the blocks in a different colour and they become interest rate options (often called caps and floors) and interest rate forwards (usually called FRAs) and futures.

Produce each of the shapes shown above and be engineered for interest rate exposure just as they would for foreign exchange exposure.

Combine them in a third colour to produce the hedging instruments in the foreign exchange market and in the interest rate market and so on.

Why not mix shapes and colours? An oil company may find a synthetic hedge in today's market that by buying a certain amount of oil and selling a certain amount of oil futures contracts, it can create a synthetic hedge that is more valuable than the actual oil.

Other companies can use their own products to create synthetic hedges. For example, a company that produces a certain amount of a product can create a synthetic hedge by buying a certain amount of the product and selling a certain amount of the product futures contracts.

Investment banks are the main providers of synthetic hedges. They can create synthetic hedges for a wide range of products and markets. They can also create synthetic hedges for a wide range of products and markets.

For more information on the building blocks of financial engineering, call Nick Robinson at 01-235-8300.



Handwritten note in Arabic script: "بسم الله الرحمن الرحيم"

# FINANCIAL FUTURES AND OPTIONS 3

THE OCTOBER CRASH... FT writers in the United States consider its implications for the futures industry... 1: The reports

## Strategists were a factor but not the cause

**STOCK INDEX** arbitrage, portfolio insurance and programme trading, the umbrella word which covers these different strategies conducted largely in futures markets, have become the dirtiest of dirty words since the stock market collapse.

The Chicago futures pits have been at the centre of the finger-pointing storm that has raged over the last three months. In its own defence, the futures industry has resorted to mud-slinging against stock exchange floor specialists or market makers.

In the public perception at least, complex trading and hedging strategies through the futures market used so extensively by large institutions lay at the centre of October's chaotic markets. The views emerging from several weighty reports dissecting the crash and searching for the triggers that set it off, are much more equivocal.

One view has certainly emerged that strategies such as stock index arbitrage and portfolio insurance - in which large institutions can effectively trade a basket of stocks representing the whole cash market quickly and relatively cheaply through the futures market - probably contributed to the speed of the

decline on October 19. There are, nevertheless, few who suggest that these strategies caused the crash.

The two major and most objective reports were by the Securities and Exchange Commission, which regulates securities markets, and the review by the Brady Commission, the taskforce set up by President Reagan.

In the most long-sighted analysis of the role of the futures markets, the SEC describes three dramatic trends which have resulted from trading in derivative index products.

First, stock index futures have supplemented and often replaced the stock market as the "primary price discovery mechanism for stock price levels". In other words, stock prices in the cash equity market are determined more by what happens on the actual New York Stock Exchange or American Stock Exchange.

The SEC adds: "Indeed, due to the linkages between the two markets (futures and cash), the futures market has become the market of choice for many institutions that trade actively."

Second, it says, the availability of futures markets has spawned institutional trading strategies that have

greatly increased the velocity and concentration of stock trading.

Third, the resultant increase in index arbitrage and portfolio insurance trading in the stock market has increased the risks incurred by stock specialists, and strained their ability to provide liquidity to the market.

The SEC report concludes that no single factor - economic, structural or psychological - was responsible for the size and breadth of the October market break. Nevertheless, it says: "The existence of futures on stock indexes and use of the various strategies involving programme trading were a significant factor in accelerating and exacerbating the decline."

It notes that, during certain critical trading periods, index arbitrage and/or portfolio insurance accounted for between 30 and 60 per cent of total New York Stock Exchange volume in the Standard & Poor's 500 stocks.

As well as direct effects, the SEC says futures and the use of derivative products on index-related trading strategies had a significant negative psychological impact. The knowledge of many market participants of the existence of active portfolio insurance strategy scared investors into

pre-emptive selling and discouraged many others from buying.

The SEC differentiates between the impact of stock index arbitrage - a strategy which takes advantage of price differences between a basket of stocks traded on the futures market and their underlying stocks in the cash market - and portfolio insurance - a strategy which constantly shifts asset allocation in a portfolio using mathematical formulas, to allow investors to insure against falling prices but still capture substantial returns when prices are rising.

Its report said that most of the programme trading on October 19 and 20 was not stock index arbitrage, which was made very difficult by trading halts, particularly in futures markets which disrupted the normal price relationships with the cash market - but portfolio insurance.

At the same time as suggesting various ideas and reasons to stamp down volatility (such as higher margins on derivative products and a specialist set-up on the NYSE specifically to trade stock baskets), the SEC says: "We continue to believe that derivative index markets provide valuable hedging and market timing benefits to institutions and, as a

result, any changes to the regulation of those products must be effected with great care."

The central idea of the report on the crash by the Brady Commission was that futures, options and stock markets can no longer be thought of as separate.

This is a notion which has won widespread recognition within Congress, the securities industry and the various regulatory bodies, and there is overwhelming support for the Commission's call for a unified clearing and settlements system.

The main conclusion of this report is that the problems of mid-October could be traced to the failure of "market segments" to act as one. Brady specifically points to what he believes was a misconception among portfolio insurers that it was possible to liquidate huge positions in the futures market without affecting price levels. This, the report says, was impossible. "The futures market simply could not absorb such selling pressure without dramatic price declines."

It also highlights the breakdown of structural mechanisms linking various markets. Unopened stocks, emergency trading halts and logjams of

orders in various stock exchange systems all contributed to difficulties in executing transactions across futures and cash markets and the normal, balancing arbitrage failed. "As the markets became disengaged, a near freefall developed in both markets. Sellers put direct downward pressure on both markets."

The General Accounting Office, the government's independent watchdog, concluded that the crash had not been caused by any single factor but by a "confluence of macroeconomic, political, psychological and trading factors."

The office highlighted problems with the New York Stock Exchange's order execution capabilities, and urged that more steps be taken to improve these. It also suggested the SEC should reassess its overall supervisory role and its capability for evaluating automated systems.

Mr Alan Greenspan, chairman of the US Federal Reserve, described the crash as an accident waiting to happen. He warned against placing blame on the futures market and the derivative products associated with them: "We must not jump to the conclusion that movements in future prices by themselves cause move-

ments in the cash market just because they frequently precede them. We must be careful to avoid confusing symptoms with causes."

Other reports have been published by particular industry participants, such as the Commodity Futures Trading Commission and the New York Stock Exchange. Practically every major figure in the industry has also given testimony to the Senate Banking Committee, and there has been a good dose of defensive analysis as industry sectors stand up for their own performance.

Mr Leo Melamed, chairman of the executive committee of the Chicago Mercantile Exchange, fiercely defended futures in testimony to the Senate Banking Committee. "No evidence since October has contradicted the CME's findings that its markets performed flawlessly. That the CME provided a pressure valve for a large number of investors to hedge their stock risks has been borne out by all the evidence."

He said the only truly independent reviews of the crash were the Brady Report, the GAO report and the Federal Reserve Board report.

Janet Bush

### 2: The regulatory impact

## Brady sets framework for debate

MR NICHOLAS Brady, the Wall Street investment banker who led President Reagan's public inquiry into last October's stock market crash, can afford a long-suffered smile.

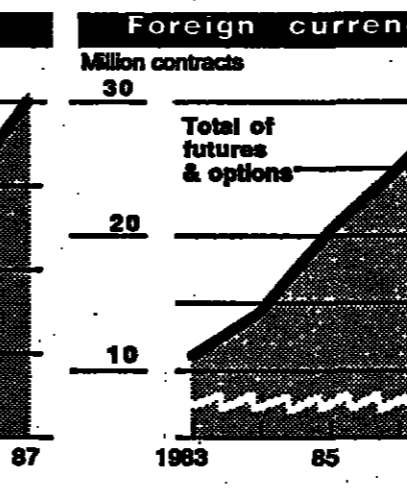
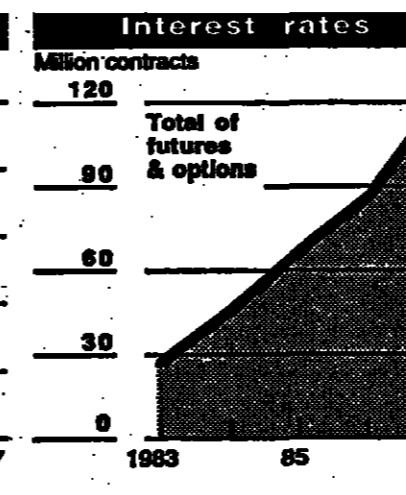
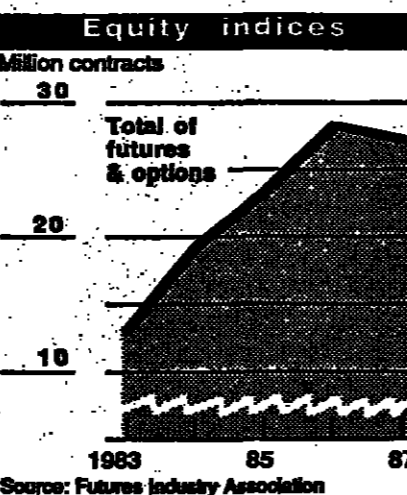
Two months have passed since that torrid first press conference when he was called upon to defend his inquiry's findings before 100 reporters jammed inside the White House press room. Then, the reactions ranged from sceptical to outright hostile, and many proclaimed that his proposals for market reform were so radical as to be unworkable.

Today, in the US, a more charitable view of the Brady Commission report has emerged. While there must be some doubt whether the US Congress will take the key proposals into legislative consideration this year, it is generally agreed that Brady has achieved his main goal: to set the framework for a sober political debate and to encourage the markets themselves to mend their

trend of the practitioners seeking to head off the politicians interested in regulatory reform.

By the time the Senate Banking Committee opened four days of preliminary hearings on the October crash in early February, it was clear that Mr Brady was not alone in calling for change in the public forum. Instead he was joined by such prominent witnesses as Mr Alan Greenspan, chairman of the Federal Reserve, and Mr David Ruder, chairman of the Securities and Exchange Commission, the main regulatory body for the securities markets, which coincidentally published its own heavyweight tome on the crash.

The SEC report ranks as one of the most gripping and illuminating accounts of a financial crisis that meltdown ever published. Its political significance lies in the fact that it largely reinforced the central thrust of the Brady report: the interdependence and



Source: Futures Industry Association

### 3: Investors' attitudes

## Portfolio insurance loses its appeal

THE FINANCIAL world has a way of conducting its own post-mortem and prescribing its own course before the regulators and public opinion get in on the act.

Since the October share price collapse, the business of writing options, particularly for small investors who were hit so badly by a mixture of their own naivety and probably the unscrupulousness of some of their brokers, has slumped. The total of funds under portfolio insurance has dwindled to less than half that managed on the eve of October 19.

Several major US securities houses, including Shearson Lehman and its new partner E F Hutton, Goldman Sachs and Merrill Lynch, have stopped executing stock index arbitrage trades on their own accounts. Stock index arbitrage is a strategy in which an institution takes advantage of differences in price between stock indices and their underlying cash stocks.

These houses were concerned about the intensifying criticism of programme trading - consisting of stock index arbitrage and portfolio insurance - and plainly felt they needed to pre-empt moves in Congress towards new legislation and tighter regulation.

They were also genuinely worried about the absence of investors, which has become more and more acute since the crash itself. As a result, the middle class, volatility was cited as the main reason why investors were staying away, and volatility was exacerbated, according to official and independent reviews of the crash, by trading strategies conducted through the futures market.

To the small investor, who only participates in futures markets in any substantial way through his or her pension or mutual fund, they have always been regarded with a mixture of fear and loathing.

Many of the complex investment and hedging strategies which blossomed during the bull market in equities were inextricably linked with trading futures. They were primarily the preserve of large institutional investors but, in the late stages of the bull market, even individual investors started playing with options (much to their cost).

The share price collapse exacerbated the fear and deepened the loathing.

On the American Stock Exchange, where around 60 per cent to 70 per cent of daily activity can be traced to the retail investor, trading in shares has dropped by around 25 per cent since the crash, and options business has slumped by around 40 per cent.

On the Chicago Board Options Exchange, volume in its key

contract has plunged to below 250,000 lots per day from an average of around 500,000 lots per day last August.

Specialists in options on both these exchanges have recently negotiated compensation for customers who complained they had been given poor prices and found difficulties in getting orders executed in the week of October 19.

The CBOE has paid out \$1.2m on behalf of its floor specialists, who will have to pay the exchange back. The American Stock Exchange has taken a similar approach, paying no compensation directly but encouraging individual specialists to negotiate settlements with particular customers. The payout in this case is expected to be around \$1m.

Although these sums are small in comparison with the losses taken by options customers, the effort to soothe the small investor's anger is plain.

Portfolio insurance - the strategy based on mathematical for-

nevertheless, portfolio insurers still argue that investors who had employed portfolio insurance strategies did much better than those who were not hedged, and those insurers who managed to sell the closest to what the formula suggested had done the best.

Whatever the pros and cons, there seems little hope soon of a rational consensus emerging about the efficacy of portfolio insurance in what has increasingly been a reactionary climate in which complex future-related strategies have been targeted most for criticism.

The amount of stock index arbitrage activity since the crash is difficult to read. Shearson Lehman was not a major player, and it seems the substantial arbitrageurs have continued to use this strategy despite the New York Stock Exchange's decision to place permanent limits on this kind of programme trading through its Superdot system.

However, since the curbs were imposed, the limits have not been reached. During the experimental stage, the curbs would have been triggered if the Dow Jones Industrial Average had fluctuated by 75 points or more. The new rules proposed by the NYSE, which will be permanent if approved by the SEC, set a limit of only 50 points.

One veteran futures and options trader in Chicago said stock index arbitrage was still being done but activity was much diminished. The NYSE curbs had contributed to this decline, as many houses had been put off using the Superdot system and didn't have the infrastructure to execute orders manually without a great deal of cost and time.

The philosophical backlash against stock index arbitrage has not been nearly as fierce as the one which has hit portfolio insurance. The SEC pointed out in its review of the crash the need to be sensitive about any limits on trading in derivative products, noting that arbitrage between the futures and cash markets was not only a useful tool to even out price discrepancies but also an efficient hedge for investors.

The stock index arbitrageurs were given a lifeline on an unexpected quarter earlier this month when the London Stock Exchange's report of the crash was published. This review advocated more arbitrage between the cash and futures market as a force for stabilising financial markets.

Janet Bush

### 4: Effect on the industry

## Less risk and back to basics

US FUTURES and options exchanges are likely to swing widely in a day's trading. Exchanges have been under pressure to curb volatility by introducing price limits that stop the markets moving more than 30 or 40 points in one day. So far, these have been introduced on several stock index futures contracts, but the Options Exchange has resisted a similar move.

The Board Options Exchange (BOE) has been hardest hit by the fall-out from October 19. Dependent on its S&P 100 option for over 60 per cent of its total volume, the exchange has suffered from the drop-off in that contract, and has been forced to make cost-cutting moves, which include some 150 job cuts.

In addition, the CBOE has cut its budget for this year by \$15m, lowering its break-even point to an average contract volume of an average \$25,000 a day. It has further tried to entice individual investors back to the market by making a refund of \$1.2m to customers who feel they were over-charged on certain options series the day after the crash.

But moves by Chicago's exchanges to raise margin requirements on certain stock index contracts have further discouraged some public orders, traders report. Although margins have been reduced slightly from their high during the crash - at an initial margin of \$15,000 for the S&P 500 futures - they are still above pre-crash levels.

In addition, some clearing houses are making it more difficult for their traders to participate in certain futures pits by raising their own margins. And local traders - those that trade for their own account and have traditionally provided liquidity in the Chicago markets - have been hardest hit by these measures.

Many locals were forced by huge losses to leave the markets during the week of the crash, when over 100 seats were sold on Chicago's three major exchanges. Some of the smaller traders who remain are frightened and are more cautious in their trading - many have moved out of the stock index pits and into "sister" markets.

In the general flight to quality that followed the crash, interest rate contracts, such as the CBOE's Treasury bond futures and the CME's Eurodollar futures, have seen surging interest. In fact, Eurodollars won the edge from S&P 500 futures as the CME's dominant contract last year.

At the same time, the back-to-basics drive has seen renewed interest in traditional agricultural commodities, and many large pension funds have become active in the CBOE's grain pits. This move, accompanied by sharp falls in US agricultural stocks, has led the CBOE to proclaim a bull market in grains for this year - reversing a three-year decline in the market.

The boost in these markets has helped offset declines in other stock index-related contracts, and so far Chicago has managed to escape the sort of widespread shake-out suffered by some trading firms' equities departments. Exchanges take pride in their performance on October 19 and are taking pains to convince their public investors of that.

Deborah Hargreaves



Brady: three recommendations

the internationalisation of the various markets - options, futures, securities, commodities - which creates one market and demands appropriate unified monitoring, co-ordination and, if necessary, supervision.

Mr William Proxmire, the Wisconsin Democrat who chairs the Senate Banking Committee, endorsed the bipartisan message as did several other leading Democrats in Congress.

Yet, as any Washington pundit will tell you, such political support is not enough to guarantee legislation in this, an election year.

The Fed, for example, is not keen on assuming the overarching supervisory role which Brady envisioned. As the guardian of monetary policy, it is already under attack from Republican loyalists who want to pressure it into an easy credit policy to secure a presidential election win in November. To take on further responsibility could make it a more exposed political target.

Theoretical questions are equally paramount. Would an enhanced Fed role mean, as in banking, an extension of the Federal safety net? Would it encourage investors to take more risk? What is the Fed's policy on margins, given that, just two years ago, it was arguing that, if anything, cash market margins should be lowered to levels prevailing in the futures markets?

The SEC, by arguing for an enhanced supervisory role, has helped the Fed out of its funk. But it is far from clear whether, this year, lawmakers are prepared to contemplate the complex legislation required to restructure the financial markets.

The presidential and congressional elections are likely to stymie a legislative response this

year. Put crudely, most lawmakers want to be out of Washington by mid-July, either to make the first party convention (to the Democrats in Atlanta) or to hit the campaign trail for re-election.

Second, at least one key lawmaker, Mr Proxmire, is tied up in his own efforts to repeal the 1933 Glass-Steagall Act, the central pillar of US financial regulation which establishes the separation of banking and commerce and banned commercial banks from engaging in the securities business.

Third, lawmakers contemplating disturbing the relative autonomy of the exchanges in the US must be prepared to take on the power of the commodities futures markets in Chicago which has the heavyweight backing of the American agricultural lobby.

Senator Proxmire knows this better than anyone. Back in 1986, he launched a presidential campaign for the Fed to assume margin responsibility and for the SEC to take over the regulatory functions from the Commodity Futures Trading Commission (CFTC) in Chicago. He failed, mainly because of the agricultural interests in Congress, and his chief aide, Mr Ken McLean, says he is unlikely to lead another doomed assault this, his retirement, year.

Furthermore, the CFTC has made it quite clear it will resist regulation by the SEC or any other centralised agency. Ms Wendy Gramm (wife of the Texas Republican Senator who co-sponsored the budget balancing Gramm-Rudman-Hollings Bill), who is about to take up the top CFTC post, made it clear in congressional testimony that she will not countenance a secondary regulatory role.

The debate on market reform remains therefore in its early stages, and it is unlikely to have a legislative impact this year. Much will turn on the new President and the composition of the new Congress.

President Dick Gephardt - the populist Democrat congressman from Missouri, who is forging ahead at the moment - could favour substantial regulatory reform on Wall Street, if one believes his campaign rhetoric. On the Republican side, Vice President George Bush would certainly turn for advice to his old friend Mr Nicholas Brady. He might even make him US Treasury Secretary - in which case everyone should reach for their copies of the Brady Commission report and its recommendations.

Lionel Barber

the small investor's fear and loathing has been deepened

mlae which offered large institutional investors a hedge against downside risk, at the same time as preserving the potential for substantial profits when the market was rising - has been particularly hard hit.

Estimates suggest that \$60m to \$80m of funds were under portfolio insurance management on the eve of the crash. Since then, that total has been more than halved, according to Mr John O'Brien, chief executive officer of Leland O'Brien Rubenstein Associates, the company set up by the inventors of portfolio insurance to market the concept and execute the strategy for investors.

Mr O'Brien said his firm had taken a heavy knock and, three months after the crash, there were only the most modest signs of a revival of interest. He expects portfolio insurance to remain in the doldrums for perhaps another year, when interest in hedging strategies should revive.

The complaint with portfolio insurance was that the extreme volatility on October 19 and 20 meant it was very difficult to adhere strictly to the mathematical formulae. The success of this strategy lies in trades being triggered at a particular price level, with as little as possible effect on those prices.

The discontinuity of prices on those days meant it was difficult to sell as much as the formulae suggested. Those who had built huge stocks holdings, in belief that they could get out quickly when the market turned lower, were disappointed.

Janet Bush

FINANCIAL FUTURES AND OPTIONS 4

Government bond futures: business has come to dwarf volumes in other contracts, and competition between exchanges is fierce

# October's storm produces ideal trading weather

GOVERNMENT BOND futures stand out as by far the most successful product the financial futures industry has invented. The last few years have seen records in trading volumes smashed time and time again. The massive growth in futures trading goes hand-in-glove with advances in the liquidity of the underlying cash markets, both on an international and a domestic basis, fuelling demand for futures as hedging instruments. At the same time, price movements in the futures markets have frequently come to dictate the direction of the cash markets.

Just a glance at the number of contracts traded on the different exchanges last year tells the tale. According to the *Chambre de Compensation des Instruments Financiers de Paris* (CCIFF), 62.56m Treasury bond futures changed hands on the Chicago Board of Trade, while 12.25m Japanese Government bond contracts were traded on the Tokyo Stock Exchange.

The most spectacular growth was achieved by the Paris *Marché à Terme des Instruments Financiers (Matif)*, which was opened in early 1986. There, volume in French Treasury bond contracts leapt from 742,892 contracts in July to over 1m in December.

Last October's crash actually benefited the government bond futures markets, whatever it may have done to volume in other stock index futures. It provided ideal conditions for futures dealing: high volatility, tumbling interest rates, and a flight by investors to the safety of the government securities markets.

During the year, volume in the Chicago Board of Trade's Treasury bond futures contracts jumped 27 per cent. But the volume of long gilt contracts traded on the London International Financial Futures Exchange achieved a phenomenal 168 per cent increase, with 6.99m contracts traded.

The massive increase here reflects the impact of the vastly increased number of gilt market makers following London's October 1986 Big Bang reforms. This initially created 27 players in a market previously dominated by two.

Big business in government bond futures has come to dwarf volumes in other contracts



In July, Liffe introduced a contract based on Japanese Government bonds - left to right: Michael Jenkins, chief executive, Liffe; Shiro Uematsu, executive vice president, Tokyo Stock Exchange; Brian Williamson, chairman of Liffe; Yachi Ezawa, financial minister of the Japanese Embassy. Meanwhile, last year's most spectacular growth was achieved by the Paris Matif (Right).



Exchange), have proved slow-moving. The exchange is not due to open till the end of next year.

German bankers now fear that Liffe's putative *Bundesrepublik* contract does get off the ground it may be impossible to entice the business back to Germany, where the cash market for Bundesrepublik is still concentrated, despite very substantial trading in London.

The Chicago Board of Trade spotted an opportunity to enhance its already buoyant turnover in US Treasury bond futures when the Japanese Ministry of Finance allowed Japanese residents to buy foreign derivative instruments, albeit that much of Japanese firms' demand for Treasury bond futures could already be satisfied by dealing through their overseas subsidiaries.

Nevertheless, the business transacted during the CBOT's evening sessions, introduced last April to cater for morning trading in Japan, was sufficiently encouraging for the exchange to months later, to coincide with Monday dealing in Japan. The evening sessions recorded volume of 2.4m contracts during the year.

Japan now has plans of its own to introduce futures on US Treasury bonds, to be included in the package of derivative products which the Ministry of Finance announced in January. These are expected to become available later this year.

In the UK government bond futures market, the start of this year saw an innovation in the form of a medium-dated gilt future, launched by Liffe in anticipation of January's auction by the Bank of England of \$10b worth of medium-dated gilts.

The contract could also interest participants in the interest rate swap market, and in the Euroclear market where five-to-ten year bonds have had to be hedged using mismatched, longer-dated gilt options.

However, initial demand has been sluggish, with only around 22,000 contracts traded during the first month. The long gilt contract saw about 572,000 trades.

Clare Pearson

traded on the various exchanges. For instance, in January 1988, 112,510 contracts in Liffe's long gilt future were traded, while 139,888 Eurodollar contracts changed hands. In January this year, the figure for the long gilt contract was 573,633, against only 141,771 for the Eurodollar contract.

Fierce competition between the

exchanges has led them to develop a range of contracts based on international securities. But the performance of these has often proved disappointing relative to the growth in contracts based on securities on the exchange's home patch, since the bulk of the business in any one contract still goes to the centre where the cash market is the

most liquid. Take, for instance, Liffe's move last July to introduce a futures contract based on Japanese government bonds. This was important symbolically for Liffe, because it became the first futures exchange to trade contracts based on all three of the world's most important government bonds: US, Japanese, and

British. However, current turnover in the contract suggests Liffe may have overestimated the amount of business in JGBs transacted in London. On the first day of dealing, 36,065 JGB contracts, worth Y3,606m, changed hands. But during the whole of January only 6,386 contracts were traded. The decision by the Japanese

Ministry of Finance last April to allow residents to trade in foreign futures contracts contributed to Liffe's decision to launch the contract. But the Tokyo Stock Exchange's own future on 10-year Japanese government bonds, launched in October 1986, was already well-established. Liffe may stand more chance of stealing a march on a domestic

market with its plans to introduce a futures contract based on 10-year West German Federal Government bonds, which could be ready as early as June. Futures trading has not yet been introduced in West Germany, and plans to set up the exchange, for which the working title is *German Options and Financial Futures*

## Off-exchange trading in the US

# Regulators seek to protect retail customer in battle of look-alikes

"THIS IS a very slippery animal," sighs a Chicago exchange official about the US off-exchange market. "Whatever happens, it's not going to go away." And the protracted debate over off-exchange hedging instruments remains a muddy one.

In spite of strong exchange opposition, banks and brokerage houses are coming up with an ingenious array of products that look like futures or options contracts, but are traded away from a regulated arena. "We are now up against a lot of bright lawyers,

who will insist this isn't a futures contract, no matter what it looks like," another exchange official complains. And this is where the exchanges have met problems signing up a regulatory champion for their cause. US regulators have faced difficulties extending their jurisdiction to some of the look-alikes traded over-the-counter, precisely because of the problems in defining those products. A bank certificate of deposit with its return tied to the performance of the

Standard & Poor's 500 stock index, for example, may possess some of the qualities of a put or call option, but it does not fall easily within the existing regulatory framework. For this reason, the Commodity Futures Trading Commission (CFTC) is re-thinking its whole approach to the off-exchange area, although this is a slow process and is not likely to change legislation overnight. In the meantime, Chicago's exchanges themselves are taking up the

issue. Indeed, the exchanges have even taken their opposition to the courts, albeit with not much success. In an attempt to halt the go-ahead of an electronic options trading system developed by Security Pacific - West-Coast based bank - Chicago's three exchanges filed a lawsuit against the Federal Reserve Board's approval of the project. However, the suit was thwarted when Security Pacific sold the system to RMI Securities, a New York firm. The bank

solidate its hitherto piecemeal approach to the off-exchange market, an agency taskforce has been studying the issue for over a year. So far, the taskforce is working on a framework to classify certain off-exchange instruments and determine whether or not they should be regulated by the CFTC or left alone. In a 28-page report that is currently open for public comment, the CFTC has sought to clarify the concept - left very murky by the existing Commodity Exchange Act - of a futures contract. In doing this, it can then fit the new products into existing regulations.

With its main concern being the protection of the retail customer, the CFTC has focused on certain types of hybrid instruments, which represent the fastest growing set of over-the-counter products and like the certificate of deposit tied to the S&P 500, are most likely to attract individual investors. The CFTC's report lays out criteria for determining the futures or commodity option component of these hybrid instruments. And like the certificate of deposit tied to the S&P 500, are most likely to attract individual investors.

The CFTC's report lays out criteria for determining the futures or commodity option component of these hybrid instruments. And like the certificate of deposit tied to the S&P 500, are most likely to attract individual investors.

In the most controversial part of the CFTC's proposed framework, it suggests a pro-action clause in contracts between "professionals", or firms that already have a business relationship with each other. This recommendation is likely to cause the most public debate, as exchanges fear it could be used as a loophole for all sorts of products to skirt regulation.

Before the comment period on the report runs out at the end of March, the exchange industry is expected to be pushing its opinion very forcefully. "The CFTC has bitten off a big chunk here, one exchange official comments. "I'm sure they'll get a lot of feedback."

The exchanges are, however, encouraged that the CFTC has made a move toward regulating the off-exchange area, even though regulation is not expected to be in place before the end of the year. Once the instruments are pinned down and classified, they will be controllable, exchanges argue. "There will always be loose edges," one official states, "but at the moment it is so blurry over such a wide area that anything is an improvement."

Deborah Hargreaves

## The Chicago Mercantile Exchange

# Black box is on trial

LAUNCHING ITS latest salvo in the windy city's battle to retain supremacy of the financial futures markets, the Chicago Mercantile Exchange has hailed its nascent screen trading system as the "future of futures".

And Chicago is feeling the pressure to retain its grip on futures business in a market that - demonstrated so strikingly by October's stock market crash - is rapidly becoming a wild village.

Indeed, it was in response to the 24-hour marketplace that the CME agreed with Reuters to develop an automated trading system to make over when its floor is closed. The CME's LaSalle street rival, the Chicago Board of Trade, had its eyes on the same overseas competition, when it extended its Chicago open outcry hours.

With more than 70 per cent of the world's futures and options business trading in Chicago, the city's three exchanges are eager to preserve their lead against the continued growth of foreign and off-exchange competition. And they consider that the way to do this is to entice more foreign users to the city's markets by remaining open while they are at work.

The CME is enthusiastic for its Post (Pre) Market Trade system (PMT) to carry it into the 21st century. Amid a blaze of publicity, it announced the agreement with Reuters last September, declaring that the system would be up and running in 1989.

Under the terms of the agreement, the exchange will be able to list its contracts on the system for at least 12 years. In addition, the CME has first refusal to trade any new products that may be developed for the PMT, and it has a final say over listing any other exchange's existing contracts on it.

The CME's move into the thinly populated realms of screen trading follows an attempt to extend market hours by linking up with an overseas exchange. After setting up the Singapore International Monetary Exchange (Simex) in 1984, the CME hooked up three of its currency futures and Eurodollars contracts in a mutual offset agreement.

However, the Simex link has been limited in its success. The mutual offset system between the two has been trading little over a modest 150,000 lots a month, and regulatory complications make it unlikely that linkage could be extended round the world.

Indeed, the industry's enthusiasm for links has dwindled as several planned moves have long been held up by red tape, and those that have been launched have seen heavy volume. As one official at the CBOT - itself

long in anticipation of a link with the London International Financial Futures Exchange - says, "the jury is still out on linkages".

The CME is in no doubt that Simex was not an answer to its globalisation needs. "It does not cover a 24-hour environment and, in some respects, became overshadowed by Japan in the Asian time zone," Mr Leo Melamed, the exchange's special counsel avers.

After watching its rival CBOT grasp the initiative on extending trading hours, by its addition of a night session, the CME said it decided to pursue the electronic route to cover a longer time period. However, in spite of its limitations, the CBOT's evening

session has been successful in taking a step - albeit a small one - towards 24-hour trading. With a rising trading volume of nearly 300,000 contracts a month, the CBOT's 6pm to 9pm evening session has managed to attract some business from the Asian time zone. And the exchange itself feels the move has gone so well that it is considering the addition of an early morning session to cash in on European business.

But as CBOT traders look ahead to a few more heavy eyes, the moves in Chicago have set the highly competitive US exchange community on a debate about the best way to become more global. Several of New York's five futures exchanges are looking at an evening session, and the New York Mercantile Exchange has the option of listing its frenetic crude oil futures contract on PMT.

However, while Nymex has rejected the idea of a link-up with London's International Petroleum Exchange, it still wavers over how it should attract more international participation. And, so far, the Philadelphia Stock Exchange - frustrated in its attempts to link with the London Stock Exchange - is the only other US exchange to introduce night trading.

The world exchange community is sitting back to wait and see how the CME's PMT will work. So far, few operational details have been released, but rumours of hardware problems abound.

The precise regulatory status of a black box system is also not clear, although the CME says approval by the relevant regulatory bodies should be just a formality as night trading has

already been given the go-ahead. More important, however, the exchange is still selling the system to its own traders. While exchange staff praise PMT as the "marriage of technology to open outcry", several traders fear the system will pass a mere away from open outcry altogether.

In addition, several in the CME's vibrant community of local traders - those that trade on their own account - are wary of being squeezed out of some of the system's benefits by the larger brokerage houses. PMT is to operate as a free-standing unit, its profits to be divided up between members - the bulk of which will go to the big exchange clearing houses.

So far, the CME's locals have failed to be fully convinced of the attraction of black box trading. And Mr Karsten Mahlman, chairman of the CBOT, voices a very real concern when he questions whether the locals, who have traditionally provided liquidity to Chicago's market, will participate in screen trading. Without local traders, any screen system is likely to suffer a lack of liquidity.

In fact, liquidity has been an issue dogging other attempts at screen trading. One of the first attempts at black box trading - Intex - was set up in Bermuda in 1984. But the exchange has not yet developed a liquid market, and its new president, Mr Tom McKiernan, is convinced it would work better if it could ally itself to an open outcry arena.

The CME stresses that this is where its strength lies - the fact that it already has a smooth functioning market with huge open interest and an efficient clearing system in Chicago. The PMT would support and extend this efficient market, the CME argues.

Deborah Hargreaves

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**Exchanges realise there may be benefits from the over-the-counter market, but are sensitive to any whiff of competition**  
which will remain as the system's clearing organisation, said it was frustrated with delays it faced getting the system off the ground. "In essence, we're back to square one," said a lawyer for the Chicago Board of Trade, of the lawsuit, which was dismissed by the court. "We're waiting with bated breath to see what RMI will do with the system."  
The Chicago exchanges had sought to get the Security Pacific system - for displaying trading in options on Treasury securities - classified as an exchange and hence subject to the same regulatory requirements as they are. However, the system's developer insists it will not compete with established exchanges, calling them "blackheads" for not seeing that. "We should be able to complement each other with one feeding off the other," he contends.  
But while established US exchanges realise there may be some benefits to be reaped from the over-the-counter market, they are still sensitive to any whiff of competition. This fear has been intensified by the threat of additional costly regulation brought on by the stock market crash.  
At the same time, the CFTC is trying to outline its own approach to the off-exchange arena. The regulatory agency has been reluctant to become too heavily embroiled in regulation of the over-the-counter market, and has adopted a more relaxed stance on the issue than the big exchanges.  
But, realising the need to con-



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# FINANCIAL FUTURES AND OPTIONS 7

How danger signals were ignored and Hong Kong's futures exchange foundered

## Now for silver linings and tight rules

FOR A short, frenzied period six months ago, Hong Kong's futures market led the world. Trading volume in the territory's Stock Index Futures contracts reached levels that even put Chicago in the shade.

Today, in the wake of the world stock market crash, it takes exceptional trading to lift volumes up to 1,000 contracts in a day - far short of the 3,000-plus contracts needed to cover the exchange's operating costs, which are barely measurable against the 30,000-contracts-a-day volume that so intoxicated the market in late summer.

Five months after a collapse in which this once-darling market came close to ending the entire local securities industry into a black hole, the futures exchange is still littered with walking wounded.

Over 40 of the exchange's futures traders are suspended, many facing legal action as the local Futures Guarantee Corporation tries to recoup outstanding liabilities amounting to HK\$1.8bn. Even those that emerged intact face losses that in the case of the biggest futures trader could reach HK\$100m. Many carry workforces bloated by the boom, and can be expected to launch into some heavy pruning now that the Chinese new year holiday has passed.

New trading rules, or proposals currently under consideration for restoring confidence in the market, involve substantial cash commitments at a time when traders can either ill afford them, or when trading volumes make such commitments of dubious worth.

"We are half way through a first run at problems," says Mr Philip Thorpe, co-opted temporarily as chief executive of the exchange in the wake of the crash. It will be May or June - when an inquiry into the local securities industry, headed by Mr Ian Hay Davison, of Lloyd's of London fame, completes its work - before the future can be plotted with any degree of certainty.

When Mr Ronald Li, then Hong Kong's stock exchange chairman, shocked the world financial community by organising the closure of the local exchange as stock markets worldwide went into free fall on October 19, it took two days for the public to become aware that the root cause of the closure had been the failure of the futures exchange.

As stock exchange officials blustered about settlements problem on the stock market, it took time for the outside world to discover that the real root of the crisis could be found in the futures market.

Poor regulation of the futures market, and in particular a failure to enforce margin requirements, left the market effectively bankrupt as the local stock market index plummeted.

Still fewer knew enough about the interlinkage of the futures and equity markets to realise



Coming up for air in crisis week, a trader takes a break from the bustle of the floor.

that such a bankruptcy could inflict mortal wounds across the physical market, and have a domino effect of unquantifiable force on other markets worldwide.

By the time a rescue had been co-ordinated by the Government, funds amounting to HK\$1.8bn had been pumped into the Futures Guarantee Corporation by bankers, leading stockbrokers and the Government. Red faces abounded inside the colonial administration as officials were forced to admit that they had ignored, or failed to notice, danger signals that had been flashing progressively brighter for several months ahead of the crash.

It seems barely plausible that an infant market - trading in Hang Seng Index Futures had been allocated in a more or less moribund commodities exchange in May 1986, just 16 months before the crash - could have become so important in Hong Kong in such a short time, and

that it could have wreaked so much damage as it came so dramatically unstruck in October.

The success of the Hang Seng Index Contract appears to have been based in part on the appeal it had to institutional investors traditionally anxious to enter Hong Kong's notoriously volatile stock market without a market in which to hedge equity investments, and in part on the appeal it had to the equally notorious gambling instincts of local Chinese investors.

In the bull run through last summer, the traditional laissez-faire government attitude of "if it isn't broken, don't fix it" led it to ignore danger signals. Little attention was given to the fact that many local investors were building up immense exposure behind two-dollar nominee companies incorporated in places like Panama or Liechtenstein. Nor was there great concern that margin calls were either being waived, paid only in part, or being offset

against profits earned in previous trading.

It was sobering to discover, as the dust has settled around the collapse, that over HK\$1bn of the HK\$1.8bn debts outstanding to the Guarantee Corporation were incurred by two such two-dollar companies - both of them operating on behalf of one man and his family - Mr Robert Ng, head of the property group Sino-Land.

Lessons have been learned as the Guarantee Corporation has negotiated a settlement with Mr Ng. After five months, he agreed to a deal under which he is to pay HK\$750m over the next eight years. If this sets a precedent for those traders who are still in dispute with the Guarantee Corporation, then those institutions that came to the rescue of the market in October are going to have to reconcile themselves to recovering little more than 75 per cent of their contributions - and even this over a number of years.

Those who prefer to examine

silver linings will note that out of the futures debacle, tighter regulation is likely to result, which may put the market on a sounder long-term footing.

New classes of traders are to be created, with the price of general clearing membership being raised from the current HK\$5m to HK\$25m, while ordinary members will have to boost contributions to HK\$10m.

Stricter reporting requirements will mean that traders and their customers will in future have to provide much more information about themselves, both to each other and to the exchange.

Margin requirements have been loosened to a puzzlebox level that exchange officials acknowledge is inhibiting trade, and which has to be reduced in due course.

Even more punitive is the introduction of "gross margining", which means traders can no longer use customers' long positions against their short positions, collecting margin on the difference, but instead must collect margins in full on all contracts, whether long or short.

Finally, trading are being imposed on the number of open positions that can be held by different categories of exchange member.

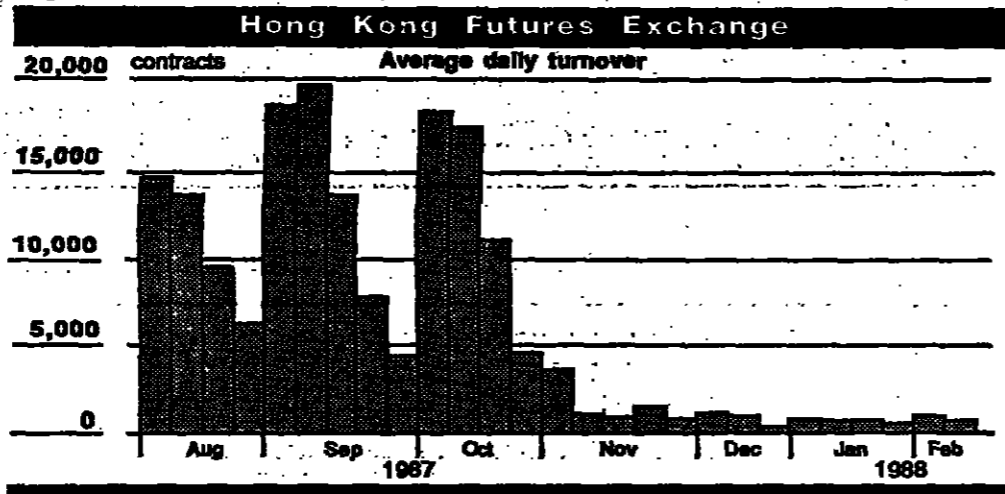
The one major issue that remains to be resolved is how the Guarantee Corporation is to ensure the value of each contract - a level that exchange officials acknowledge is inhibiting trade, and which has to be reduced in due course.

A future guarantee corporation is likely to be funded largely out of contributions from members, though no final proposal has been formulated, and headway has been hindered by failure to force traders with outstanding liabilities to settle debts with the corporation.

"A members' guarantee would be the ultimate goal," comments Mr Thorpe. "But this would be demanding too much at present, and we have to regard this as a long-term goal. The guarantee has to be responsive to the risk, and it has to be a fairly large sum, but we believe the risks are quite amenable to quantification, and can be covered by a contract with an achievable size that does not make trading pointless."

With eyes focused on silver linings, exchange officials are also preparing to introduce a new contract on to the futures exchange within the first half of this year - an interest rate futures. The contract has strong institutional backing, and exchange officials are keen to graduate the exchange from its current status as a one-product market.

David Dodwell



### The Matif

## Report likely to allay anxiety

NOTORIETY SEEMS to be a permanent feature of the French financial futures market. The two-year-old *Marché à Terme des Instruments Financiers* (MATIF) has been a much bigger success than expected, with turnover of its long bond contract ahead of Liffe's long gilts most of the time and of the Tokyo government bonds for some of it. Those are the good days. Then came Black Monday. And now there is the Cogeema-Buisson-Arbitrage scandal.

In December, the state-owned nuclear fuels company Cogeema announced that it had lost FF250m on its futures trades long before the summer frenzy that culminated in the October crisis. Since then, law suits have been filed, an international arrest warrant has been issued, and torrents of rumours, accusations and denials have given the affair a plot worthy of a sequel to the film *Wall Street*.

The Government is concerned that the damage might be wider than Cogeema. The Industry Ministry has questioned all state-

owned concerns about their Treasury operations last year, and Finance Minister Edouard Balladur has threatened cuts in capital allocations in the case of moderate risk on the Matif, and ordered an inquiry into whether the risks are adequately covered.

All this was before publication of an official report on the behaviour of the futures and options markets last October. The report, due out this month, is expected to echo the claims of the clearing house, the *Chambre de Compensation des Instruments Financiers de Paris* (CCIFP), that there was no excessive speculation, even though CCIFP chairman Gerard de La Marinière conceded that the Matif "helped anticipate" the Paris market crash.

He asserted that excellent liquidity on the official market had demonstrated that overactivity was "more apparent than real", and that the Matif had behaved remarkably well. Trading was suspended only temporarily when price movements reached their daily limits.

Regulators and traders alike

concur that neither crisis nor scandal must be allowed to jeopardise the growing array of financial products offered in Paris if the city is to become the leading centre of continental Europe. A balance must be found between over-regulating, which would drive business away, and leaving investors and operators without adequate protection.

Volume has dropped recently, however. According to Nathalie Rachou, managing director of Carr Futures International, an Indosuez subsidiary, some big corporate names have pulled out of the market and others have reduced their activity. Jean-François Comil-Lacoste, financial markets director of the brokerage Ferry-Ferry-Germe, adds that optimism on interest rates has reduced the need to hedge.

The regulators are taking steps to tighten the rules and improve market protection. Data exchange on arrival and execution have been compulsory for futures orders since mid-January, which should help eliminate the allegedly common practice of switching orders. Matching has been banned for options on the long bond future, listed in January, and will be soon for the futures themselves.

A second category of clearing member will be introduced; capital requirements will be increased significantly; local, individuals dealing on their own account, will be allowed on the floor. And some OTC trades are

being registered by the CCIFP.

New products are on their way to add to the 10-year bond and 90-day Treasury Bill (TB). Plans are to launch a contract based on the three-month Paris interbank Offered Rate (Pibor), which would fulfil the need to hedge short-term positions that the TB instrument never has. TB volume averaged only 489 contracts a day in 1987, compared with 47,897 for the long bond.

The problem has been heavy reliance on short-term instruments for funding, an illiquid TB cash market, and too big a spread between TB and Pibor rates. Futures and options on the Pibor are already traded OTC on a larger scale than official TB futures, market sources say. A European currency unit (Ecu) dollar contract is also planned for this year, but is regarded with indifference by dealers, as forward cover is considered adequate for hedging and the Ecu has gained only limited currency so far.

By contrast, stock index futures and options, which should make their debut in September, are eagerly awaited. The underlying Pi40 index of 40 issues, completed some time ago by the Stockbrokers Association, has been the object of a battle between the Matif and the much smaller traded share options market, the *Marché des Options Agrégées de Paris* (Monep). Both claim the derivatives of the index belong to them, basing their arguments on such esoteric points as the definition of the term "securities". It now appears likely the Finance Ministry will compromise by giving the futures contract to the Matif and the option to the Monep.

No such arguments surround the question of whether the instruments should be created in the first place. Despite the controversy they have aroused in the US and elsewhere, the Government Commission, led by Daniel Dégrené, chairman of Banque Hypothécaire Européenne, is leaning towards a listing as soon as possible. One motive is the imminent arrival of a competitive

private electronic stock index exchange from OM, of the Swedish group Wallenberg, in partnership with Credit Commercial de France.

Apart from the index, the Monep should be trading another six stock options on top of the Paris market by the end of the year. Although nowhere near as sensational as the Matif, the Monep has had its share of changing fortunes during its six-month life. Opened a few weeks before the October turmoil, it closed for three separate days as computer bottlenecks prevented investors following their positions closely enough. The hardware has been improved subsequently and programming errors have been corrected, says Mr Raymond Lucas, director of the Monep clearing house, the *Société de Compensation des Marchés Conditionnels* (SCMAS).

He rejects charges that the market makers did not do their job during the crisis. "They now account for 40 per cent of volume, only 2 per cent more than in October," he claims. Volume fell to a low of about 3,000 contracts a day in December, but has picked up sharply this year, reaching a record 17,000 towards the end of February.

The market trembled in January, when the London Stock Exchange introduced two French stock options, especially as institutional investors already had a much higher profile in Paris than in London. The anxiety is unfounded so far, and although individuals continue to dominate the Monep, institutional investors are gradually starting to come in. Block trades are also building up.

There seems little doubt French futures and options are poised to help Paris realise its ambitions, but they will only succeed if enough is done and seen to be done to purify the market place and give it the integrity and transparency the authorities seek.

Barbara Casseous

Switzerland's new futures exchange

## Soffex will eschew the ring's hurly burly

THE SWISS Options and Financial Futures Exchange (Soffex) missed its opening date of March 1, but says it will be functioning fully "in a matter of weeks".

The Board fixed no new date after being told at the end of February that some "minor" technical difficulties, which had appeared during the simulation phase, still needed to be ironed out.

Soffex's birth pangs are being studied very closely outside Switzerland, because, after long hesitation and debate about whether they even needed a futures market, the Swiss finally plumped in 1986 for a technically very ambitious project.

It is the first attempt anywhere to set up a fully computerised national exchange, integrating trading and clearing operations into a single automated system.

There is a paradox here. In modernising their trading in securities, the Swiss houses have struck devotedly to traditional, open outcry trading on the exchange floor as the price-setting mechanism.

For their futures market, however, they have eschewed the hurly-burly of the ring for an "electronic floor" covering the whole country, in which quotations are offered and orders executed by keyboard and screen.

All trades will be conducted through Soffex's computer, which will also act as a clearing house, thereby, it is claimed, vouching for the financial integrity of the exchange. Traders will have on-line access to the exchange from terminals in their own offices.

The exchange is a private enterprise jointly owned by the Zurich, Geneva and Basle houses, and the five big banks, Union Bank of Switzerland, Swiss Bank Corporation, Credit Suisse, Swiss Volksbank and Bank Leu. They commissioned Arthur Andersen and Company as project manager of the exchange, excluding starting costs, has cost some SFr55m (\$47m), according to Mr Otto Neegeli, Soffex's managing director. To that must be added

the back-office equipment charges incurred by some 50 exchange members.

Members have to comply with the Swiss Banking Act. About 40 of them will be members of the clearing house, 13 acting as general clearers entitled to handle the trades of clients of non-clearing members as well as their own and their clients' trades. Direct clearers can clear only their own and their clients' trades.

Clearers have to provide substantial guarantees, a minimum capital of SFr500m for the general clearers and SFr50m for the direct clearers. In addition, guarantee deposits of SFr50m are required from the general clearers and SFr1m from the direct clearers.

The safety net against financial failure by a member consists of, in due sequence, his deposit, his capital, Soffex's own reserves, and in the last resort the guarantee deposits of all other clearers. A transaction is guaranteed from the moment it has been matched and cleared by the computer.

Soffex has always envisaged a circumspect beginning with put and call options contracts initially being offered on only 11 Swiss stocks. Those chosen are the bearer shares of UBS, SBC and Credit Suisse, Nestlé, Jacobs Suchard, Ciba-Geigy and Zurich Insurance. In addition, contracts will include the 1/10th certificates of Hoffmann-La Roche, the ordinary shares of Swiss Reinsurance and the participation certificates of Sandoz and Swiss Reinsurance.

A Swiss share index contract is planned as a second step, probably not before spring next year, and in a third stage financial futures will be introduced.

To help ensure liquidity on the market, Soffex will operate with contracts for only five shares, not the 100-share contracts common abroad. Four maturities will be quoted - the three months following the striking of the contract, and the nearest quarter end of the January-April-July-October cycle.

Preparation for Soffex has included the introduction of con-

tinuous trading for leading Swiss shares and a new Swiss shares index. The latter is planned eventually to calculate prices every three minutes and provide a foundation for contracts on selected indices.

No withholding tax will be deducted from investors' earnings on Soffex, and transactions in options and financial futures are exempt from Federal stamp duty.

Pressure from foreign institutional investors - and even from domestic fund managers - for Switzerland to match the instruments for trading in shares, options and futures provided by other financial centres was a key motivation for setting up Soffex.

According to Mr Neegeli, the fast and furious exit of most big foreign investors from the Swiss stock market last October has not changed this premise. After October, the Swiss who had favoured establishing Soffex are even more convinced of its value, while those who opposed it have still not changed their minds, he said.

Of the original applicants for membership, only one branch of a US bank has withdrawn, reportedly because the October crash brought to light some legal difficulties over its participation.

Nor does confidence in the new exchange, at least among the bigger members, appear to have been weakened by the testing problems that have appeared during the testing and simulation work that has been going on since January 1.

The initial technical difficulties were unsurprising in such a complex system, according to Mr Walter Ochsenrath in charge at Credit Suisse, while Mr Ricardo Cordero, of UBS, considered that the system was already close to stability.

Mr Neegeli said simulation had demonstrated that the system worked, although it had not yet fully met specifications. The weak points had been identified and were being worked on.

William Duffrose

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**FINANCIAL FUTURES AND OPTIONS 8**

October demonstrated the value of currency hedging instruments

**Two ways to shield profits**

IF THERE was one thing the October crash in equity markets reinforced in the minds of many corporate treasurers it was that financial markets can be extraordinarily volatile. More than that, it reminded them that the past is a poor guide to the future.

The subsequent fall in the dollar against most major currencies served only to drive home the lesson. It would have been a brave corporate treasurer who, at the beginning of 1987, acted on a belief that sterling would appreciate by nearly 27 per cent against the dollar.

More remarkable still was sterling's behaviour against the D-Mark. It appreciated by about 9 per cent over the year, all of which occurred during the first half of the year as the Government sought to cap its rise above DM3. A level of certainty has been added to trade with the Continent by this policy, but with the economic outlook more than usually clouded by the events of last October a question remains over its longevity.

Changes in the values of currencies can have large effects on the profitability of companies. In the cut-throat world of competitive tendering for overseas construction orders, for example, smaller movements than the ones described above could be enough to turn a profitable tender into a marginal proposition at best, or loss-making one at worst.

An indication of the effects of currency movements on corporate Britain was given recently when a spate of British companies announced that their profits and turnover figures would be had and had been distorted by the

movements of currency markets last year.

Glaxo, the UK pharmaceuticals group, said exchange rate movements disguised a 20 per cent improvement in sales during the five months of trading to the end of November last year. British Aerospace said every time the dollar moves a cent against the pound its pre-tax profits are affected by about £2m over the course of a year.

The effects of exchange rates are not confined to the heavyweights of British industry either. At the other end of the scale companies, such as Matthew Hall, have warned that 1987 profits will be materially affected by adverse movements in exchange rates, among others.

The corporate treasury function is still a relatively new phenomenon for British industry. Not many more than 10 years ago it was virtually unknown; today, while more widely accepted by senior management as an integral part of managing a company's financial affairs, it is still remains an "island" of activity somewhat removed from sales, marketing and production.

"At the beginning of an accounting period when costs are estimated companies should be thinking about currencies," Mr Graham Steward, managing director of Hambros Corporate Treasury Consultants said. "You may win an export order having quoted a competitive price, but if exchange rates move against you during the period then you may find your profit eroded."

There are essentially two ways of coping with currency risk: hedging through the forward for-

ign exchange market, or using currency options. The first is tried and true, the most well-known form of protection; the latter can often provide a far superior form of protection but, by its nature, can be seen as currency "speculation" as is therefore still frowned upon by some of the more conservative members of UK boards of directors.

The concept of speculation here is an interesting one, because doing nothing is in fact a form of speculation. One is simply hoping that a given amount of foreign currency will translate into a predicted amount of sterling at a given date in the future.

Taking out a forward foreign exchange contract is the most common form of hedging. Mr Martin Bralsford, of Premiere Foods, a biscuit manufacturer, said recently the forward market could be helpful in the purchase of capital items.

"If you are buying a capital item, like a machine from West Germany, which is going to generate sterling cash flow, then a straight purchase in the forward foreign exchange market is probably the best way. Then you have crystallised the cost which can be offset against your sterling cash flow."

The forward markets are not, however, much use for a company dealing with the unknown, such as a contract tender. By tendering the company may have a future currency obligation, but because it may not be successful in winning the contract it could be locked into a binding contract to purchase a given amount of foreign currency.

In this case, many companies are using currency options. They give the user the right to buy (or sell) a currency at a pre-determined date in the future, but the right carries no obligation to do so. If the company is successful then it has covered its contingent costs at a pre-determined rate; if it fails to secure a contract then it can allow the option to fall.

Their use is not confined to these narrow applications. An expected receipt of income or a predetermined payment could also be covered by options. In these cases the company has the best of both possible worlds. If it is receiving dollars, then it has the choice between the price at which the option is exercisable or the one prevailing in the market at the time. Losses can therefore be minimised while allowing

the company to take advantage of any profits which present themselves.

Options do, however, carry a cost. This varies, but typically it is about 2 per cent to 4 per cent of the amount being covered. It is this cost, which can build up to quite sizeable proportions, that makes many senior executives balk.

The European subsidiary of Hertz, the US car rental and leasing company, has been using options since 1984. Mr Michael Bryant, treasurer of Hertz Europe, said recently that internal studies he has done show options have proved to be the best solution for managing his company's foreign currency exposures.

"They are a consistent way of getting the best of both worlds; we cover ourselves but don't deny ourselves any upside potential," he said.

Mr Bralsford, of Premiere Foods, agrees: "One can't say if currency options are good or bad. It's important that you stay competitive with others, then options can be attractive. You can never be more behind the market than the cost of the premium."

Currency options can be purchased on a stock or commodity exchange - such as the Philadelphia Stock Exchange or Chicago Mercantile Exchange - which trades in them or through a bank. The volume of options traded on exchanges has risen sharply over the past year.

On the Philadelphia exchange, which has the largest currency options trading share of all markets, the number of daily contracts traded last year was 41,445 compared with 39,480 in 1986 and 14,830 in 1985.

The drawback for companies wanting to use stock exchange options is that they are standardised (the sterling contract on the Philadelphia exchange is for £12,500 in terms of dollars) and expire at pre-determined periods throughout the year (March, June, September and December). Neither the size of the contract or the period of maturity will always coincide with a company's cash flows or needs.

Options provided by banks are usually more expensive but some companies find them more attractive because they are tailor-made to fit size of any maturity structure of cash flows.

Simon Holberton

**Contracts traded round the world**

**CHICAGO BOARD OF TRADE**  
Futures: Corporate Bond Index \$1,000xIndex, Institutional Index \$500xIndex, Major Market Index \$250xIndex, Municipal Bond Index \$1,000xIndex, Treasury Bond \$100,000, Treasury Note \$100,000.  
Options on Futures: Municipal Bond Index, Treasury Bond, Treasury Note.

**MIDAMERICA COMMODITY EXCHANGE**  
Futures: Treasury Bond \$50,000, Treasury Bill \$500,000, British pound £12,500, W.German Mark DM62,500, Japanese yen ¥12.5m, Swiss franc SFr62,500, Canadian dollar C\$50,000.

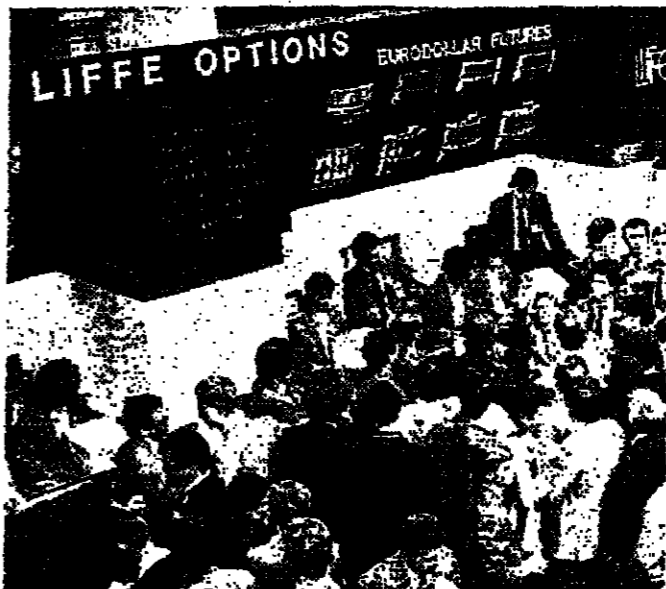
**CHICAGO MERCANTILE EXCHANGE**  
Futures: Standard & Poor's 500 Index \$500xIndex, 90-day US Treasury Bill \$1m, Eurodollar Time Deposit \$1m, Swiss franc SFr125,000, Australian dollar A\$100,000, W.German Mark DM125,000, Canadian dollar C\$100,000, British pound £25,000, Japanese yen ¥12.5m, French franc Fr250,000, European Currency Unit Ecu125,000.  
Options on Futures: Standard & Poor's 500, 90-day US Treasury Bill, Eurodollar Time Deposit, Swiss franc, W.German Mark, British pound, Japanese yen, Canadian dollar, Australian dollar.

**CHICAGO BOARD OPTIONS EXCHANGE**  
Options: Standard & Poor's 100 Index \$100xIndex, Standard & Poor's 500 Index \$100xIndex, US Treasury Bonds \$100,000, US Treasury Notes \$100,000.

**NEW YORK FUTURES EXCHANGE**  
Futures: NYSE Composite Index \$500xIndex, CDS Index \$500xIndex, Russell 2000 Index, Russell 3000 Index.  
Options on Futures: NYSE Composite Index.

**NEW YORK STOCK EXCHANGE**  
Options: NYSE Composite Index \$100xIndex.

**PHILADELPHIA STOCK EXCHANGE**  
Futures: National OTC Index \$500xIndex, British pound £25,000, Canadian dollar C\$100,000, W.German Mark DM125,000, European Currency Unit Ecu125,000, Swiss franc SFr125,000, French franc FF125,000, Japanese yen ¥12.5m, Australian dollar A\$100,000.



**LONDON INTERNATIONAL FINANCIAL FUTURES EXCHANGE**  
Futures: FT-SE 100 £25xIndex, Long gilt £50,000, Medium gilt £50,000, Short gilt £100,000, US Treasury bond \$100,000, Japanese Government bond ¥100m, Three month sterling £500,000, British pound £25,000, dollar/W.German Mark DM125,000, Swiss franc SFr125,000, Japanese yen ¥12.5m, French franc FF125,000, Japanese yen ¥12.5m, Dollar/W.German Mark.

**AMERICAN STOCK EXCHANGE**  
Options: Major Market Index \$100xIndex, Institutional Index \$100xIndex, Computer Technology Index \$100xIndex, Oil Stock Index \$100xIndex, 13-week US Treasury Bill \$1m, 10-year US Treasury Note \$100,000.

**NEW YORK COTTON EXCHANGE**  
Futures: US Dollar Index \$500xIndex, 5-year US Treasury Note \$100,000, European Currency Unit £100,000.  
Options on Futures: US Dollar Index, 5-year US Treasury Note.

**NEW YORK COFFEE, SUGAR AND COCOA EXCHANGE**  
Futures: Consumer Price Index \$1,000xIndex.

**KANSAS CITY BOARD OF TRADE**  
Futures: Value Line Index \$500xIndex, Mini Value Line Index \$100xIndex.

**COMEX**  
Futures: Corporate Bond Index \$500xIndex.

Gas Index C\$10xIndex, Long term Canadian Government bond C\$100,000, 91-day Canadian Treasury bills C\$1m, US dollar US\$50,000.  
Options: Toronto 35 Index, Canadian Government bonds.

**SYDNEY FUTURES EXCHANGE**  
Futures: All Ordinaries Share Price Index A\$100xIndex, 90-day bank bills A\$500,000, 10-year Commonwealth Treasury bonds A\$100,000, US Treasury bond US\$100,000, Eurodollar deposit US\$1m, US dollar A\$100,000.  
Options: All Ordinaries Share Price Index, 10-year Commonwealth Treasury bonds, 90-day bank bills.

**NEW ZEALAND FUTURES EXCHANGE**  
Futures: Barclays Share Price Index NZ\$20xIndex, five-year Government bonds NZ\$100,000, 90-day bank bills NZ\$500,000, US dollar US\$50,000.

**SINGAPORE INTERNATIONAL MONETARY EXCHANGE**  
Futures: Nikkei Stock Index ¥500xIndex, Eurodollar US\$1m, Japanese yen ¥12.5m, W.German Mark DM125,000, British pound £25,000.  
Options on Futures: Eurodollar, Japanese Yen, W.German Mark.

**PARIS - MATIF**  
Futures: 10-year French Treasury bonds FF500,000, Three-month French Treasury bills FF5m.  
Options on Futures: 10-year French Treasury bonds.

**TOKYO STOCK EXCHANGE**  
Futures: 10-year Japanese Government bonds ¥100m.

**OSAKA STOCK EXCHANGE**  
Futures: 50 Share Index (based on a basket of 50 leading shares).

**HONG KONG FUTURES EXCHANGE**  
Futures: Hang Seng Index HK\$50xIndex.

**SWEDEN'S OPTIONS & FUTURES EXCHANGE**  
Futures: SX16 Share Index SEK100xIndex, Options: SX16 Share Index.

**STOCKHOLM OPTIONS MARKET**  
Options: OMX Stock Index SKr100xIndex.

□ The list excludes individual equity options and all gold and silver contracts. The list aims to provide a full, but not comprehensive, record of contracts currently available.

**A pendulum over the pit**

Continued from page 1  
exchanges have been striving to find the best way of trading around the clock. The fashion for forging links with exchanges in different time zones has, however, faded. What links there are have been flimsy. Other negotiations have become hopelessly bogged down.

The desire for links has been undermined by the tendency for futures markets outside the US to build by far the greatest liquidity in their own domestically based contracts, especially in government bonds, because they have an active parallel cash market. The scope for liquid 24-hour mar-

kets in instruments other than currencies at present seems limited.

Two US exchanges have attempted to capture foreign interest in their contracts by having night trading sessions, which have proved quite successful. By contrast, the Chicago Mercantile Exchange has struck an agreement with Reuters on a screen-based market outside its normal trading hours. If this takes off, it seems bound in its turn to undermine the time-honoured "open-outcry" system of pit trading. In short, the pressures now at work could change futures markets for ever.

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SECTION IV

# FINANCIAL TIMES SURVEY



Unity is the watchword of the new Nationalist Government, as Malta makes efforts to attract foreign

investment and, at the same time, maintain its policy of non-alignment. The mood is optimistic, though much will depend on the performance of the economy, writes Richard Evans

## Adjustment to consensus

AFTER DECADES of divisive and occasionally violent politics, the new Nationalist Government of Malta is advocating policies of unity and conciliation. It is an unfamiliar experience for the Maltese and it is taking time for them to adjust.

The election results last May produced the most significant change in Malta's political scene since the island became a republic in 1974.

Out went the Socialists after 16 years of uninterrupted power and in came the Nationalists, untried and inexperienced after so long in the wilderness.

It was a dangerous time for the country and its democratic process. The result was almost a carbon copy of the previous 1981 election when the Nationalists won a narrow majority of the popular vote but Labour retained power because of a quirk in the system of proportional representation.

To prevent a repetition, legislation was passed last year to ensure that whoever gained a majority of votes automatically won power, but in Malta's hot-house politics there were grave doubts about whether the deal would hold.

In the event, to the credit of both the Nationalists and Labour

Party leadership, the transfer of power went remarkably smoothly. The gunshots heard were fired more in exuberance than in anger.

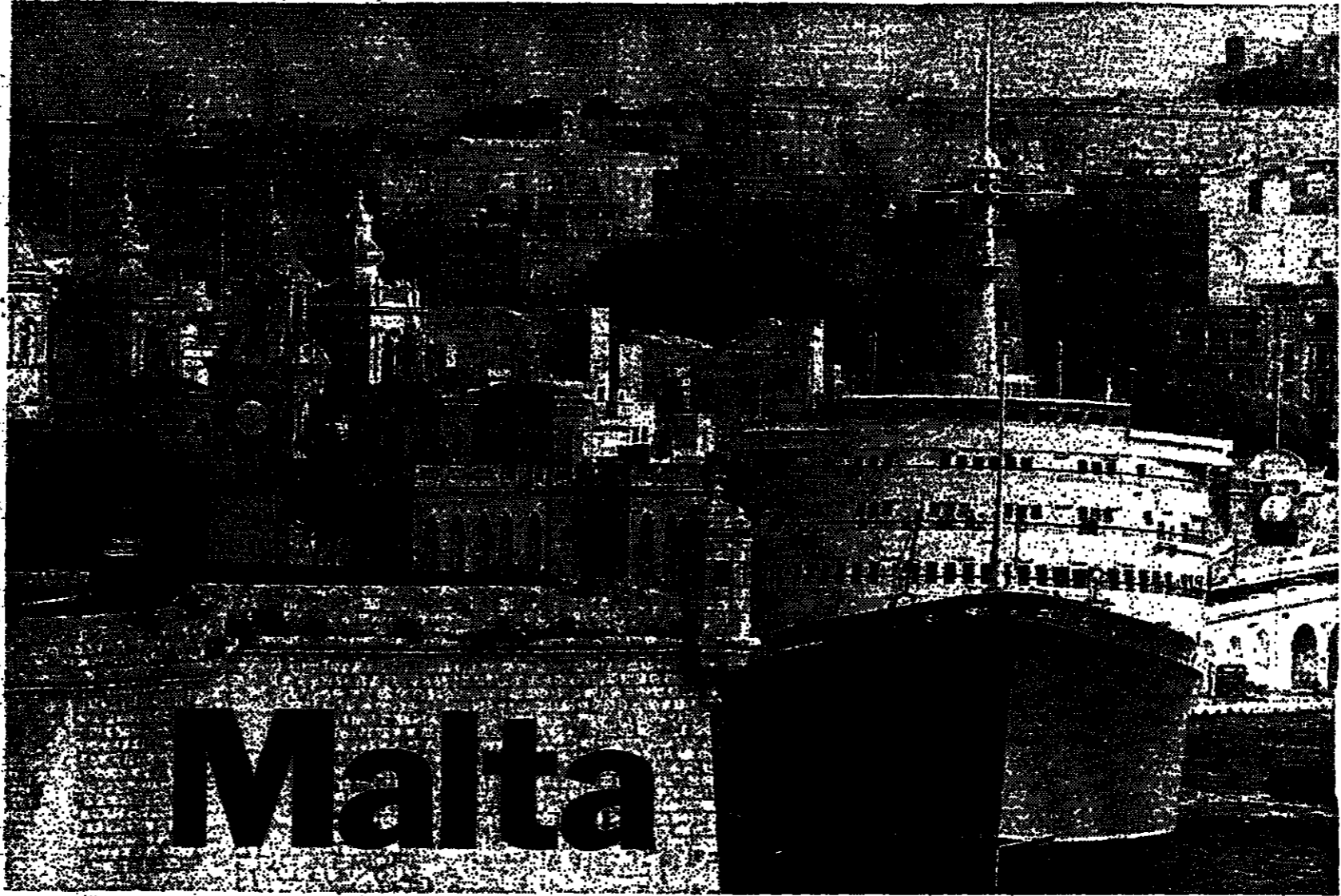
Malta had embarked on a new era and although it is too early to make judgments, the outlook is one of cautious optimism.

Caution is necessary because of the country's recent history. The English-style pubs and the red George VI letter boxes deceive. The crucial fact about Malta is not its adoption of many British institutions but its proximity to both Sicily and Libya. Its turbulent politics reflects that fact.

Politics is conducted with the fierce intensity of a family feud, with villages, factories, football teams and even households deeply split by party loyalties.

The party in office rules absolutely and senior politicians and officials have tremendous powers of patronage. The Maltese have come to expect preferment in jobs, in the granting of various licences and in the allocation of housing to be based on political loyalty and service.

Hence when Dr Eddie Fenech Adami, the Nationalist Party leader for 10 years, became prime minister last May he was prepared for the inevitable demands



The Grand Harbour, Valletta

from his supporters for the alleged discrimination of the last 16 years to be redressed and for them to have their turn.

This has not happened on any scale and it has led to some bewilderment and antagonism. "There are a lot of people who grumble that we are not delivering, but they are slowly coming round to our arguments," Dr Fenech Adami said in an interview in Valletta's magnificent parliament building.

"It is a long process of persuasion, but it is essential to get the maximum degree of consensus if Malta is to be stable and to attract foreign investment. We have managed to steer a course that has not provoked confrontation, but Malta now has a new sense of direction."

The country that Dr Fenech Adami inherited was largely the creation of the charismatic Mr Don Mintoff, Labour prime minister from 1971 to 1984, whose name became synonymous with Malta because of his high profile, confrontational politics and abrasive style.

In a series of interventionist moves domestically and an international strategy of neutrality and non-alignment, he severed Malta from its colonial past. He was succeeded by his protégé, the calm and moderate Dr Carmelo Mizus Bonnici, who followed the broad policies laid down by Mr Mintoff, but in a much more conciliatory style.

The result is a country dominated economically by the state, which controls all utilities, the banks and insurance, the dry-docks and shipyard and broadcasting and telecommunications.

In foreign affairs the non-aligned stance, now cemented into the constitution as part of the electoral reform deal with the Nationalists, resulted in a controversial treaty with Libya and close commercial ties with the Soviet Union and China as well as Western Europe.

Having lost her key strategic position in the Mediterranean to new defence technology, Malta learned skillfully to play off East against West and North against South. The aim was to obtain

investment from whatever source.

Dr Fenech Adami will not put these policies into reverse despite his pro-Western attitudes. He favours the continuation of a neutral, non-aligned policy and seeks to retain good, if more detached, relations with nearby Libya.

"The thrust of our foreign policy is credibility. I don't want Malta to gravitate in the orbit of one country or another. I don't want the island to play an international role disproportionate to its size. I don't want to lose friends... I want to make new ones," he said.

Ultimately his objective is to take Malta into the European Community, although he admits this is a long term aim. "We have never said we would do it overnight, but it gives Malta a sense of direction."

Similarly, on the economic front, the target is Europe. A campaign to persuade industrialists and businessmen of the benefits of investing in Malta has been launched, aimed initially,

though not exclusively, at the UK, West Germany and Italy.

The Maltese economy relies heavily on tourism and on industries like shipbuilding and the dry-docks launched in the Mintoff years. The government's intention is to widen the base by finding new niches in areas like light manufacturing, up market clothing and footwear and automobile spare parts. But for these it needs foreign investment.

There is a longer-term proposal, to be backed by legislation later this year, to make Malta a centre for offshore banking and financial services, insurance and shipping. But for this to be successful, there needs to be a rapid updating of the country's infrastructure, particularly telecommunications, and this has been put in hand.

Dr Fenech Adami's problem is that he and his party are firmly committed to private enterprise and a rolling back of the state, and in theory the stage was set last May for a Thatcher-type revolution. Given the make-up of the economy, however, and the Pre-

mier's desire for national unity, this is not feasible in the short term.

The state plays too dominant a role, employing 46 per cent of the working population. Given that there is an unemployment rate of around 7 per cent plus a great deal of over-manning and few alternative jobs in the private sector, Dr Fenech Adami has no alternative but to move slowly.

A major difficulty is that over the years the workforce has come to regard public sector employment as the ideal. Workers often have little responsibility, they are under-employed and often manage a second job in the flourishing black economy.

The situation was exacerbating in the months before the election when Labour took several thousand workers into the public service in order to get them off the dole. The government is finding it difficult to get rid of them without being accused of political victimisation.

The strategy is now twofold: first to continue to develop the training programme launched by

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Labour to ensure that Malta has an efficient workforce, and to form an auxiliary workforce from the unemployed to help upgrade infrastructure, works and services. The second is to promote an environment more favourable to private enterprise.

"We intend to promote a free market policy as much as possible... I think there will be a switch back to the private sector," said Dr Fenech Adami. "We need to motivate people again, but it will inevitably be a slow process."

That process has begun on a range of fronts, including the gradual dismantling of the bulk buying system through which the government controls imports (when dispensing licences opens the door to corruption). Five out of 20 products have so far been taken off the list and more will follow, leaving the way free for private enterprise companies.

In the next few months there will also be a blitz on the long list of products that require an import licence.

A problem is that too much investment in recent years has gone into protecting local companies against foreign competition and into import substitution. Government support will now be given towards increasing efficiency and promoting exports.

So far, both the Labour opposition and the trade unions have adopted a remarkably low profile. "We are sensible enough to avoid confrontation and we believe in political and industrial stability in order to attract investment," said Mr Angelo Fenech, general secretary of the General Workers Union, Malta's biggest union.

Much depends on how the economy performs in the coming months. The government has abandoned the wages freeze which helped keep inflation at or near zero for several years. There could be difficulties if prices begin to rise.

But at present there is optimism. Mr Louis Farrugia, a leading businessman, sums it up: "The government is saying the right things and its message is beginning to get through. We can talk about investment at last."

# MALTA: A PROFITABLE PROPOSITION

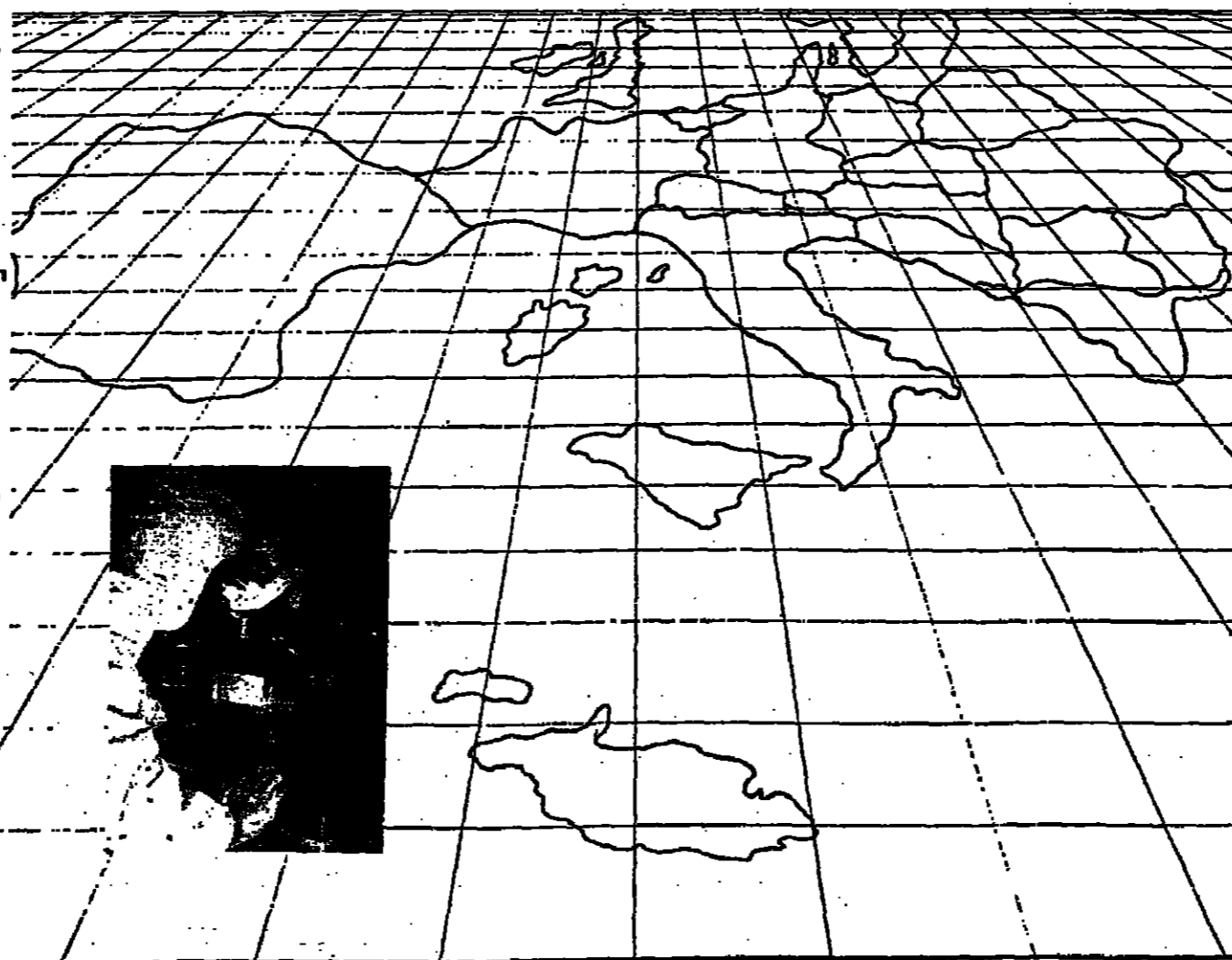
## \* MALTA ON THE MOVE

Following the May 1987 elections the Christian Democratic Party was returned to office, mandated by the electorates to create a more open economy.

The results of this re-orientation are already being felt in a wide range of spheres, and include: -

- \* revitalisation of the economy, particularly through the in-flow of direct investment to generate productive employment supported by an attractive incentive package
- \* liberalisation of government economic policies
- \* an industrial strategy relying primarily on the role of private enterprise
- \* upgrading of the infrastructure including public utilities and means of telecommunication
- \* institutional support to generate further economic development such as the establishment of a stock exchange and the creation of a Council for Technology
- \* establishment of an off-shore financial services centre
- \* improvement of the educational system to meet the needs of a modern economy
- \* political re-orientation to Western Europe with a view to full membership of the EEC

Malta is on the move ....



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- \* an extensive network of trade agreements with other countries
- \* a supply of easily trainable, disciplined labour force
- \* competitive wage costs at European productivity levels
- \* minimal ancillary labour costs
- \* stable industrial relations
- \* an English-speaking labour force
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MALTA 2

Godfrey Grima on proposed constitutional reform

Politics that divide

A QUARTER of a century ago conservative political, religious and social groups on Malta mounted a campaign against the government of the late Nationalist Premier, Dr George Borg Olivier, to impede it from successfully negotiating independence from Britain.

There were fears that Nationalist and Labour Party supporters would plunge the island into a destructive struggle for power once the British walked out. Whilst these fears have proved unfounded, maintaining a well-oiled democratic system of government has proved a daunting task.

An island mentality which distrusts change is held to blame. The Malta Labour Party of the sixties suffered a number of electoral defeats at the hands of the Nationalists - as well as the then powerful ultra-conservative Roman Catholic Church - for promoting the development of a lay state.

Democracy went out of the window. The Nationalist Party bore the brunt of an uncompromising Labour government for most of the two decades which followed. Mr Minto, the former Labour Prime Minister, who influenced a radical change in Malta's traditional political, economic and social life between 1971 and 1984, left behind a trail of opposition complaints for displaying scant interest in governing by consensus.

For democracy these were acid tests. The Nationalist Party's claims that democracy was waning peaked with the perverse election result of 1984 which kept the Labour Party firmly installed in power after losing the majority vote. As political polarisation intensified, civil strife loomed.

Paradoxically, in 1986 it was Mr Minto who pre-empted a negotiated settlement to the dispute about which party was to govern - whether it should be the one backed by the majority, or the one which controlled parliament.

The deal proposed by Mr Minto eventually guaranteed for the Nationalists the right to govern if they got more than half the votes, whilst the Nationalists helped etch into the constitution Malta's neutral and non-aligned status and introduced a ban on foreign politicians aiding Maltese parties in an election year.

That accord, hammered out in January last year, saved democ-

THE NATIONALIST Government has inherited an economy that has performed reasonably well in the last couple of years. But a switch of emphasis is required that will make Malta less dependent on a limited number of industries, like tourism, and attract more sorely-needed foreign investment.

The underlying problem facing the Government is that the economy is dominated by the public sector, which generates about 40 per cent of the gross national product and employs 46 per cent of the work force.

Directly or indirectly, the government controls Malta's utilities, airlines, shipping line, ship repair yards (the biggest single employer) and many factories and hotels.

The state also controls banking, insurance, telecommunications and television and radio.

Malta has a structural problem that has to be overcome. Basically, the Government is in favour of private enterprise, but it can't afford to dislodge the huge public sector work force, says Prof Edward Scicluna, economist at the University of Malta.

Mr Anthony Galles, Governor of the Central Bank, agrees: "It is a very difficult political issue. Some industries are very heavily subsidised and I do not think we can run on subsidies forever."

Malta's Prime Minister, Dr Eddie Fenech Adami, would dearly like to grab Mrs Thatcher's axe and wield it energetically, but this is not practical politics in Malta.

The Nationalists are committed to some liberalisation and rolling back of the frontiers of the state, but it will be limited, certainly in the next few years.

The most that can be expected is an increased emphasis on Malta's private sector, ostracised in the years of Don Minto's premiership, in order to make it more competitive and export-oriented, together with an energetic campaign to attract more investment.

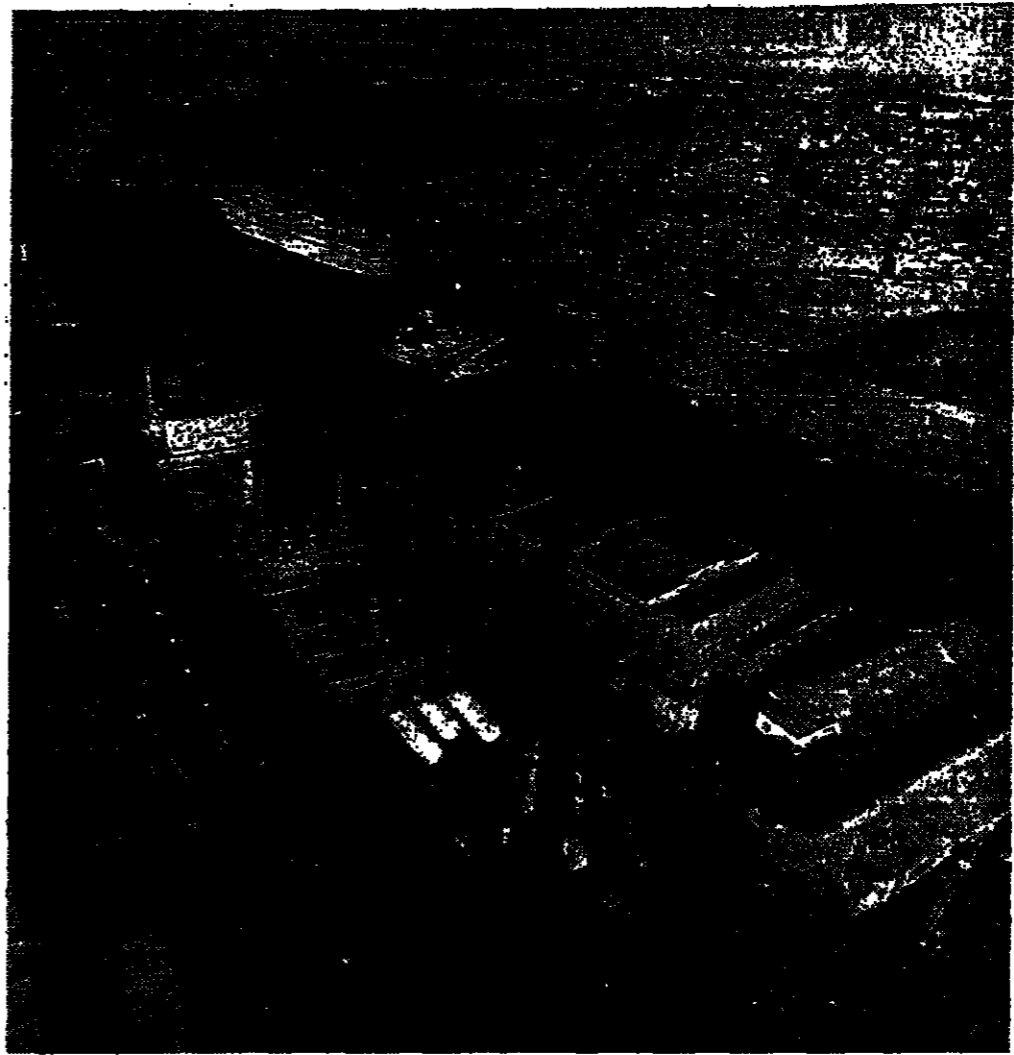
This was spearheaded recently in a series of visits to London, Frankfurt and Milan by Mr John Dalli, Industry Minister, and Mr Michael Soler, chairman of the Malta Development Corporation, to set out the advantages of Malta for foreign investors.

They launched a package of industrial incentives, including a 10-year tax holiday, soft loans, subsidised factory space and start-up assistance. "We can be in Europe what Florida is to the northern USA," said Mr Soler.

The underlying aim is to narrow the growing trade gap - last year Malta imported LMS80m worth of goods, and exported LMS10m - and to create more jobs.

The economy

An envious eye on Mrs Thatcher's axe



The docks still make losses but order books are full

The unemployment rate hovers around 7 per cent, which is reasonable compared with many European countries, but it hides a high degree of overmanning in the public sector.

In the long term, we have to change the image of Malta and ensure it is on everyone's shopping list. It has inherent advantages of an efficient work force, the universal use of English, and a key geographic position," says Mr Dalli.

The target over the next five years is to create between 5,000 and 10,000 jobs, mostly in export-oriented and service industries. Possible niches that have been targeted include high fashion and footwear, small electrical goods, automotive spare parts, and hospital products.

There has been stagnation in investment for export industries in recent years, says Mr Dalli. "The only investment has been in goods for local consumption and an import substitution."

Now things are slowly beginning to change. "We feel the climate is now conducive for indu-

try to think realistically about investing," says Mr Joseph Grioli, President of the Federation of Industries.

One prospect being followed energetically by the Government is to turn Malta into an offshore base for banking, insurance and shipping services, company trading and management trusts.

Chase Manhattan is preparing a feasibility report and enabling legislation is due in the autumn. This should not only generate more employment, but could be a catalyst for attracting other ser-

vice industries to Malta. But before this can be a realistic proposition, Malta's creaking infrastructure has to be improved and this is now the top economic priority, particularly the development of a modern telecommunications system.

The previous Labour Government of Don Minto sought in the 1970s and early 1980s also to improve Malta's infrastructure by developing ambitious projects, such as the container port at Marsaxlokk, the new shipbuilding yards at Marsa and a massive grain silo at Valletta.

These, together with the dry-docks at the former Royal Navy facilities in Valletta's Grand Harbour, were regarded by the Nationalists as white elephants unsuitable to the economy of tiny Malta, but the new Government has had to come to terms with them.

In fact, all are doing or have hopes of doing tolerably well. The dry-docks, run by a workers' council under chairman Mr Sammy Meilak, employs 4,500 and has increased productivity considerably in the last few years.

The docks still make losses because of the cutthroat international competition, but order books are full. Mr Meilak is seeking Government financial support and a complete restructuring in forthcoming talks with Ministers. These will provide a best case of how the Government intends to handle key state sector industries.

The grain silo has recently attracted business after looking the biggest white elephant of all, and there are ambitious plans for the container terminal.

Mr Marin Hill, director of a shipping agency, has been drafted in to drum up business. The area has been turned into a free port and industries like packaging and processing are planned for its hinterland. There are also embryo plans for an oil terminal.

Overall prospects for the economy remain cloudy, however. On the favourable side are the smooth change-over of power after the elections, and the stability this has brought, the increased confidence among industrialists, as the Government cautiously switches economic priorities, the good prospects for more foreign investment, and the non-confrontational attitude of the trade unions.

But the Government has abandoned the wages freeze imposed by Labour in 1984, which has helped to keep inflation at zero or below 1 per cent. There have also been the first in a series of moves to abandon the vast bulk-buying edifice erected by Labour and to liberalise importing procedures.

Richard Evans

Sanpaolo: the most international Italian bank

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MALTA 4

Godfrey Grima on how the Labour Party lost power

# Violence and alleged corruption cost votes

THE LABOUR Party's marginal electoral defeat in May detracts nothing from its formidable position at the centre of the political stage, nor even the record of considerable political, economic and social breakthroughs made throughout 16 years of uninterrupted rule.

Dr Carmelo Mifsud Bonnici's own popularity and position as leader shows no sign of declining after the elections. Rank and file members are convinced it was Mifsud Bonnici who saved the party from a crushing defeat last year by shepherding back votes lost after the 1981 election.

What cost the Labour Party the election were two traps it should have side-stepped. There was first the widespread allegation of corruption among public officials, which the party never fully investigated. Just as damaging to its public image was the unchecked spread of political violence.

Dr Carmelo Mifsud Bonnici's own popularity and position as leader shows no sign of declining after the elections. Rank and file members are convinced it was Mifsud Bonnici who saved the party from a crushing defeat last year by shepherding back votes lost after the 1981 election.

It is now up to the new administration to prove corruption was as widespread as it claimed. The task is already proving difficult, although no one disputes the fact that backhanders had become standard practice in obtaining certain government permits.

According to Justice Minister Guido de Marco, evidence is very scarce. "Before we came into

power people used to come to us with all sorts of stories, but when you asked them to provide hard evidence many were reluctant either because they were afraid of reprisals or they lost interest. The situation hasn't changed and unless we manage to put together adequate proof we shall not prosecute."

Anxious to bolster national reconciliation, the Government is careful not to appear to be behaving vindictively towards its predecessors unless, of course, primary evidence of corruption is unearthed.

The spread of violence, particularly in the run-up period to the general election, was another pitfall the Labour Party should have

avoided. As Nationalist Party clubs were wrecked - a fate suffered by Labour Party clubs immediately after the May elections - opposition supporters were beaten up, the Archbishop's office was ransacked, a young party supporter was gunned down and a Nationalist Party outdoor rally was broken up by police and Labour Party followers in December 1986. The Labour Party could not easily shake off the accusation it was using violence to stay in office.

Evidence from the courts, where the former commissioner of police is facing a homicide charge, would suggest most incidents were the result of individual initiatives rather than political instructions. Nevertheless, in order to win the moderate vote, the Labour Party should have ensured it was running an orderly house.

These events robbed the Labour Party of the opportunity to maximise the economic, political and social gains it had made. For example, the economy - in 1971 still serving British and Nato military requirements - had been transformed into one now totally civilian-based. Battles against bias, religious prejudice and to create a welfare state had been fought and won.

No one was more responsible for these radical reforms than Mr Don Mintoff who took the Party into power in 1971. In fact most of

his political and economic philosophies - ranging from the development of Malta into a neutral non-aligned republic, to the installation of wide-spread social measures - have now been embraced by the Nationalist Party.

It was also his perception of economic development which gave rise to an array of infrastructure facilities, including an airbase, a shipbuilding yard, new ship repair facilities, a huge transhipment harbour and wheat silos which have increased Malta's worth as an entrepot.

As all this began to take shape, mistakes were committed - many of which were blamed on Mr Mintoff's autocratic style. The

Government's handling of the Opposition became increasingly intimidating; reforms, particularly in education, began to misfire.

The impression was gained that government was slowly making itself unaccountable. Few were surprised when, at the 1981 general election, the Labour Party polled 4,000 votes less than the rival Nationalists. Having won more than half the seats in parliament through controversial electoral boundary reforms, the party stayed in power with the Nationalists at home and abroad.

Rather than change tack, in 1984 Mr Mintoff quit the premiership and handed over power to his hand-picked successor, Mifsud Bonnici. With barely two years in which to restore the party's fortunes before facing another general election, Mifsud Bonnici speedily inserted a less harsh tone in the political debate. Relations with countries like Britain and Italy, inherited in a delapidated state, were refurbished. A new economic policy spurred tourist arrivals to an all-time high whilst export receipts gradually began to improve. Social housing and full employment became his prime targets. Still the economy improved at a snail's pace and to curb unemployment the floodgates to jobs in the public sector were thrown wide open.

Time was against Mifsud Bonnici whilst the claims of corruption and spurs of violence remained deadweights round the party's neck. In the end, the 1,000 floating voters needed to cut down the Nationalist Party's electoral majority could not be convinced to return the Labour Party to power.



Dr Carmelo Mifsud Bonnici's popularity shows no sign of declining after the elections

## Offshore base Consensus on policy should reassure prospective companies of stability

THE HISTORY of Malta's development into a centre for offshore business activities is one of irrevocable and erratic efforts.

Despite an abiding interest by offshore operators in Malta, which peaked with the fall of Beirut, few past governments have yet explored fully the prospects of turning the island into a regional offshore base. As a result, opportunities to apply a further gloss to Malta's reputation as an investments base were lost.

Several factors lie behind this. The government of the late nationalist Prime Minister, Dr George Borg Olivier, which negotiated independence from Britain in 1964, was straddled for a modern infrastructure with which to woo industrial and tourist investments. Satisfying that demand took time.

Eventually, shortly before the seminal general election of 1971, which swept the Socialist Party of former premier Mr Don Mintoff into power, the Nationalists tested the water by launching a tiny, though successful, offshore banking operation by grouping together a number of British and Maltese interests.

The experiment should have touched off a flow of offshore registrations on the island. The Socialists - always keen to promote industrial growth - almost immediately in 1971 gave the service sector a secondary role.

Even so, Mr Mintoff's offer of fiscal inducements for international shipowners to register in Malta and the promotion of a new offshore bank, Malta Bank, now owned by the Banco di San Paolo of Turin, fully confirmed Malta's potential as a possible leading Mediterranean offshore centre.

On coming to power last May, the administration of Premier Dr Eddie Fenech Adami immediately displayed a commitment to make up for lost time. Fenech Adami's government knows exactly what it wants, which could turn the island into a formidable rival to other worthy offshore centres in the Mediterranean and Europe.

Malta's sights have been trained on five principal offshore activities: banking, trading, trusts, insurance and shipping. The underlying objective is to set up economic and social gains but also to encourage, indirectly, a further increase in the flow of foreign industrial and tourist investments.

"Malta has everything going for it. It is politically stable, non-aligned, enjoys a wonderful climate and provides all the necessary fittings," says Mr Gian Piero Negri, head of the Banco di San Paolo operation in Malta with assets now exceeding US\$100m.

The bank is on the point of expanding and will shortly inaugurate its own trading room, a significant step considering it

took over the Malta Bank only last year.

While Malta undoubtedly offers some unique attractions, there are basic conditions that offshore operators, particularly those not well versed with Malta, will want fulfilled. Having gained a reputation for being politically polarised, guarantees of stability are essential.

What will certainly satisfy prospective offshore companies is the consensus between the island's two major political parties on the Government's offshore policies.

Both points clearly are not lost on Dr Joseph Fenech, the energetic Parliamentary Secretary responsible for offshore development. One of his early moves, shortly after being charged by Cabinet with developing Malta into an offshore base, was to secure the backing of the Opposition Socialist Party headed by Dr Carmelo Mifsud Bonnici. This was almost immediately forthcoming.

"Consistency is all important in generating trust," he says. Companies registered here need to be assured we have an across the board deal to take offshore policies out of the party political debate."

Better still, the Labour Party may actually provide one of their leading former Ministers to advise Dr Fenech.

Equally important is the need for Malta to adopt a professional international approach, particu-

larly if it is to gain the confidence of competitive and sensitive world exchange and money markets.

The Government's pledge to give Malta a clean and stable administration, maintain a pro-West European bias in its foreign policy without necessarily severing links with friendly North African and Middle Eastern states, and its promise to bolster the private sector, should elicit positive reactions within the tightly-knit offshore community.

So far, the approach taken has been skilful, as was shown by the vetting that went into the appointment of Chase Manhattan as consultants. Chase, for a nominal fee, will help Dr Fenech for the next three years in the drafting of legislation expected to come up for debate in parliament in September, identify for Malta which offshore businesses are most suitable, and eventually market Malta's facilities.

The Government's plan is first to home in on regional banking and insurance operations. Countries such as Algeria, Tunisia and Libya have been pinpointed as prime targets.

At the same time, attempts will be made to woo some of the world's leading banks and insurance firms. Many already view Malta as a Monaco or Hong Kong in the making.

What rates Malta highly is its infrastructure. In addition to a well-educated multi-lingual executive class and a worldwide tele-

communications network which is being speedily improved, the island is equipped with fine banking, legal and insurance set ups.

The banks and the courts, in particular, enjoy an impeccable reputation despite the occasional complaint by the political parties, while the standard of education generally in Malta is on a par with that in Western Europe.

Given this framework of enticing facilities, the fiscal inducements to be offered by the Government are likely to be viewed simply as an additional bonus.

"Outfits of the magnitude we have in mind will not come on the strength of better fiscal offers. They must feel it is safe to operate from Malta," Dr Fenech says.

A possible additional attraction is the huge schemes completed by the previous Socialist administration, including wheat silos, oil storage and the Marsaxlokk trans-

shipment port, which are now beginning to function.

Mr Negri says the Banco di San Paolo is keen to finance the storage of wheat and oils in Malta. In a country where no export credit guarantee exists, offshore banks may view Maltese exports as a healthy prospective market to tap.

The challenge Premier Fenech Adami's government faces is to ensure that undesirable companies are kept at bay. Another task is to guarantee that there will be no laundering of black money by Malta-based organisations.

That will take careful and discreet monitoring. At this stage, Malta is putting offshore operators on notice of its intentions to set up the base. It is also making it distinctly clear that brass plate companies and fly-by-night operators are not welcome.

Godfrey Grima

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Trade

# Cautious move away from protectionism

SHORTLY AFTER the Government took over in May, steps were taken to liberalise import trade. At the same time, Maltese firms producing almost exclusively for the domestic market were told state protection might not last for long.

Industrialists and trade unions, for years used to restrictive trade practices, were quick to react. The Government, however, was determined to keep its election pledge to provide consumers with a wider choice of goods, and to encourage factories to shift their output away from the minuscule domestic market and towards exports.

Trade played an important part under the last Government in keeping cost of living and wage rises in check. By setting up a state bulk purchasing system, the Government got appreciable discounts on the importation of some LM22m (€38m) worth of essential commodities, ranging from sugar to cement.

This left a retail profit each year of LM5m which, in turn, offset imported inflation of goods within the scheme. By stabilising commodity prices, the Government was able to freeze wages for four consecutive years.

Second, the Government encouraged the establishment of industries producing for the local market, and banned competing foreign products. By producing more consumables at home, the Government hoped that the growing bill for imports would be contained and, at the same time, more jobs would be created. At the last count, industries servicing local demand were employing more than 7,000 people, though imports have continued to grow.

Further restrictions meant that importers felt they were under attack. Leading car importers, like the Mizzi and Gassan groups, felt the pinch when the Government insisted car imports had to be matched with the export of semi-manufactures.

"Suddenly I had to rely on my limited export experience to bring in cars, but I took this as a challenge and it worked," recalls Mr Joe Gassan, the Ford agent on Malta whose broad-based group includes import, manufacturing and service companies. "Eventually I helped create a sizeable amount of exports to Japan for Maltese firms."

Fenech Adami's concept of free trade is that foreign and locally-manufactured goods should compete freely on the market. He realises, however - because of the huge funds that have been invested, and the danger of touching off a recession - that it is difficult to unshackle trading completely by doing away with import substitution, and dismantling, in one fell swoop, the state bulk buying system.

"We have been told that the new trade policy is still being written and that no restrictions have been lifted yet. Clear benefits enjoyed by domestic-orientated firms cannot disappear overnight," insists Mr Joe Grioli, President of the island's Federation of Industry (FOI). Both the FOI and the government know that the levy of foreign goods that have suddenly appeared on the market have not all been licensed and that some have come in as contraband.

The FOI, which backs the Government's plan to take Malta into the EC as a full member, expects that protectionism must gradually be phased out. Equally concerned is the General Workers Union, Malta's largest trade union. "We are a responsible union and don't want anyone to get hurt. We have suggested setting up a committee with the Chamber of Commerce, which speaks for importers, and the Federation of Industry to draft a common policy."

"We are also anxious there should be no increase in the price of essential commodities. I think the Government, too, realises the importance of controls," argues the union's secretary Mr Angelo Fenech.

Mindful of the problems ahead, the Government argues that in freeing trade and encouraging firms to stop relying on local demand, it is preparing a new future for Malta. "If we are to build a decent economy we must

rid ourselves of restrictive trade practices. Obviously this is a challenge and we shall have to make up for the deficiencies which develop as we go along. We are committed to defending industry but, at the same time, the consumer is very close to our heart," insists Trade Minister Dr Zimmanial Bonnici.

The moves taken by the Government so far, however guarded, have met positive results. In freeing a limited number of commodities from the state bulk importation system - including coffee, sweetened milk, timber and steel - retail prices dipped. Government-orchestrated cuts in the price of wheat, barley and maize again made staple foods, like bread and dairy products, cheaper on the market.

It is perhaps too early to say whether consumers have felt the impact of LM2m being switched from the exchequer to the consumer's pockets, but with plans to free 70 per cent of the bulk buying system, consumers stand to benefit by LM4m.

No doubt controls will have to be rigidly applied to stop the cost of living from rising. As the private sector takes on the importation of more commodities, price orders will be issued, says Dr Bonnici.

Malta's economy remains consumer-led. From a total imports bill of LM360m last year, LM27m financed consumer purchases in LM15m more than went into buying capital goods. As imports become more liberal, the trade imbalance which Malta traditionally runs up with its major trading partners, including Britain, West Germany, Italy and France, may worsen. If this happens, Malta will need to drum up increased export and tourist receipts with these countries to help balance the books.

At the moment Britain plays its part by sending Malta more than 60 per cent of tourist arrivals. West Germany, with 41 factories operating on the island, is providing jobs and picks up LM22m worth of semi-manufactures each year. Italy has promised to make available a financial package worth LM50m for the next three years to redress a trade imbalance of LM60m a year.

The EC, Malta's major trading partner, acts a breathtaking

annual trade surplus of LM122m in its dealings with Malta. This may eventually strengthen the Government's hand in negotiating the island's entry into the EC as a full member. In the short term, such large deficits will have either to be reduced, or made up for in direct financial and economic aid.

Countries like the Soviet Union and Libya are already making a contribution by counter-trading their sales to Malta with local assemblies. The Soviet Union will purchase \$40m worth of Malta-made goods during the current three years, and Libya will probably purchase as much as Malta buys crude, which last year came up to almost LM25m.

For as long as the dollar remains down, making Maltese purchases cheaper, a wider choice of imported goods to satisfy consumers demand is not likely to cripple the economy. Soon, however, the Government must come up with a definite policy on trade which will settle the minds of workers and industrialists.

Godfrey Grima

## The Government has decided that Malta needs a new image, reports Godfrey Grima

# Aiming for a better press

THROUGHOUT the years he spent leading the opposition, Premier Dr Eddie Fenech Adami consistently levelled two major complaints against the government: democracy on the island was being eroded and, in its quest for overseas aid, the government had tarnished the reputation of the Maltese as a decent and proud people.

Immediately he came into office, Fenech Adami swiftly laid down his foreign and domestic policy markers. Malta would seek closer ties with Western Europe and the US, whilst democracy at home would be fully restored. Relations with Western Europe and the US have been completely refurbished, although some issues remain. As home the government has covered much ground in promoting personal lib-

erties whilst guaranteeing the rule of law. Not much has been disclosed publicly on how the Government plans to seek from Western Europe the military defence of Malta. Clearly, however, it is upholding Malta's neutral and non-aligned status, enshrined in the constitution shortly before last May's general election.

Relations with the Soviet Union and Libya, constructed by Fenech Adami's predecessors, have not suffered either. Neutrality accords, signed by the Socialist Government with both countries, have been kept in force, although references to military co-operation seem to have been dropped. Malta's political neutrality is something the new Government

wants to define more clearly, particularly with Libya and the US. Washington no doubt expected Fenech Adami swiftly to cool existing relations with Libya, but in spite of the prospect of economic aid, he refused.

In January he paid Libya a brief official visit, not to let the Americans but merely to emphasise the importance of keeping Malta's lines of communication open with its near neighbour.

Libya, too, initially proved distrustful of a pro western government taking over in Valletta. It was feared Fenech Adami would drive Malta into an alliance with Nato. In time both the Libyans and the Americans have come to trust Fenech Adami's judgment of how best to satisfy Maltese interests without endangering

their own. "I feel we are believed when we say that we mean what we say and we say what we mean. We have no interest in allowing Malta to play a role which is disproportionate to its size," remarks the Prime Minister. His government, he adds, has decided to give Malta a new image.

The amount of overhauling this requires may take Malta some time. Past governments, seeking economic allies, linked the island variously with Libya, the Soviet Union and, for reasons never fully explained, Kim Il Sung's North Korea, from whom there were dynamic expectations of economic support. As one feud led to another, Malta, inevitably got a bad press - with good reason.

## Foreign residents

# Low property prices and a tax haven for wealthier expatriates

THE GOVERNMENT has launched an attempt to persuade more Britons and other foreigners to buy property in Malta, either for permanent residence or as holiday homes. The combination of relatively cheap prices, compared with the rest of Europe, and a generous tax regime, particularly for high-rate taxpayers, provides an attractive package.

"We are not after their tax but their spending power," says Dr George Bonello du Puis, Malta's Finance Minister. In the 1980s the number of foreign residents in Malta ran to several thousand, but most left during the days of conflict between Premier Dom Mintoff and the British government. The political climate was too unpredictable.

Now Dr du Puis is aiming for 5,000 foreign residents to bolster the local economy - the spending power of each permanent foreign resident is reckoned to be that of two dozen holidaymakers. By halving the previous 30 per cent rate of income tax for holders of permanent residents' per-

mits, the government has met its pledge to make Malta a tax haven for wealthier expatriates.

Under new regulations announced in January, people wishing to live in Malta have the choice between applying for permanent residency and paying the maximum income tax rate of 15 per cent, or opting for a temporary residency permit without financial pre-conditions.

The "permanent" scheme is aimed at people with income of £18,000 or over. Federal allowances, deducted from taxable income, are LM1,030 for a single person and LM1,730 for a married man. After that the tax is the flat 15 per cent.

"Temporary" residents, who have to go through the formality of renewing their permit every three or six months, are taxed only on income brought into Malta on a special graduated scale from 10 per cent to 65 per cent, and they avoid the permanent holder's minimum annual tax liability of LM1,000 (£1,600). The rules give foreign property buyers the opportunity to choose the most suitable form of resi-

dency to suit their circumstances. Both categories are protected by the double taxation agreement between the UK and Malta, which ensures that tax is never paid twice on the same income.

No Maltese tax - amongst the highest in the world - is payable by owners of holiday homes who spend less than six months of the year on the island.

The minimum price of property which can be purchased in Malta by overseas buyers has been raised from LM6,000 to LM8,000 (approximately £14,000).

There are two alternative categories under which a special residents' permit can be sought. First, you have to have an annual income of LM10,000 (£16,000) anywhere in the world. Of this income, not less than LM6,000 plus LM1,000 for each dependant must be brought into Malta each year. There are no capital requirements in this category.

Second, you can qualify for a permit if you have access to capital of at least LM150,000 whilst living in Malta. But all or part of this can be tied up in Maltese

property. There are no income requirements in this category. In order to qualify for a special resident's permit a house must have a minimum value of LM30,000 or a flat LM20,000. This is largely to avoid disrupting the local property market. Alternatively, you can lease or rent a property for an annual rental of at least LM1,200.

Over 90 per cent of Britons now living in Malta do so under the visa renewal system and therefore do not have to satisfy either capital or income requirements.

"You can live permanently in Malta by simply renewing the entry visa automatically granted to all UK citizens on arrival," says Mr Paul Roberts, chairman of Malta Property Consultants of Church Crookham, Aldershot.

"Most British people living in Malta have been regularly renewing their visas in this way for many years. Income and capital requirements only apply if you decide to take out a permanent resident's permit, and there is no obligation for you to do so."

Richard Evans

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## MALTA 6

Richard Evans reports on the controlled growth of tourism

## Attempt to move up market

Where the tourists come from

	1986	1987
Austria	5,755	4,646
Belgium	2,998	4,525
France	25,482	27,908
W Germany	58,711	70,229
Italy	36,475	43,551
Libya	23,441	44,425
Netherlands	9,217	18,088
Scandinavia	23,177	22,484
Switzerland	11,546	14,163
UK	329,390	448,886
US	5,199	7,089
Other	42,098	44,129
TOTAL	574,188	745,943



The Suncrest: typical of the new hotels

is being refurbished. New developments like the Suncrest, with over 1,000 beds and a range of modern facilities, exemplify the new breed of hotels.

The intention is to take Malta gradually away from its over-concentration on the low cost package tour and to encourage higher spenders. There are ambitious plans to improve Valletta, the heavily fortified capital with its superb range of palaces built by the Knights of St John, as part of a wider campaign to restore archaeological sites and historic cities like Mdina, the old capital. Philips, the electronics multinational, is conducting a feasibility study on floodlighting and a *son et lumière* display.

Restrictions on yachting imposed by the former adminis-

tration have been removed and there are plans to build more marinas and artificial beaches - Malta specialises in rocks rather than sand.

A controversial move, heavily criticised by Mr Grima, is to impose a surcharge of Lm2 on all departing air travellers from May 1. The purpose is to put the revenue towards better tourist facilities. Two problems in the pattern of tourism still need to be addressed. One is the common problem of a sharp peak from July to September when the volume of tourists puts a heavy strain on services, and the other is the continuing over-dependence on the UK for tourists.

One proposal is to seek to make Malta an off-season resort for West Germans and other

north Europeans, leaving the British dominant in the summer.

The latest statistics show this is beginning to work, with the majority of West Germans now visiting outside the peak months. More British are also going off-peak and there is a growing conference trade as hotels improve their facilities.

Charter air traffic by AirMalta, the country's successful flag carrier, has grown by 57 per cent this winter, and by 76 per cent for all carriers operating to Malta.

Hotel occupancy rates show a low of 30 per cent in January and February, rising to 34 per cent in April, 60 per cent in May and 87 per cent in October. The peak months of August and September show a bizarre occupancy rate of 183 per cent and 113 per cent, explained by the large numbers of small hotels and self-catering apartments that fail to register.

The problem of British dominance is more difficult to solve, given that at present 60 per cent of tourists come from the UK and the proportion is tending to increase rather than decline.

Last year 446,000 Britons visited Malta, an increase of 40 per cent on 1986, and the projections so far this year are excellent. There were also substantial increases in visitors from West Germany, up from 60,000 to 70,000; Italy up from 36,000 to 43,500; and the Netherlands, from 9,000 to 18,088.

The number of visitors from Libya almost doubled from 23,000 to 44,400, but this was largely because of the popularity of visiting Malta to buy consumer goods and car spare parts not easily available at home.

Profile: the Prime Minister

## Message of conciliation



Dr Eddie Fenech Adami: friendly but reserved

"I THINK I have done rather better with the Opposition so far than I have with my own party," says Dr Eddie Fenech Adami, Malta's Prime Minister, slightly ruefully after nine months in office.

His difficulty in gaining power after 10 tempestuous years in opposition as Nationalist Party leader is the need to educate the Maltese people away from the polarised, sometimes violent politics they have come to accept as the norm.

His message is of unity and conciliation, but it is not an easy one to preach to supporters who have longed for the perks that power in Malta can bring. He urges his impatient followers to avoid any bloody settling of old scores and so far he has succeeded remarkably well.

Dr Fenech Adami, a 54-year-old lawyer with a friendly but reserved manner, joined the Nationalist Party two years after leaving Malta University. Seven years later, in 1969, he gained a seat in Parliament in a by-election in his local district of Birkirkara. He took over as Nationalist Party leader in 1977, still relatively unknown, from former Premier Dr George Borg Olivier, with the task of reviving the limp fortunes of a demoralised party that had been trounced at the polls twice in five years by outgoing Labour's Dom Mintoff.

He set out to reorganise the party systematically by hiring professionals as advisers and by dismissing politicians not prepared to accept party discipline. It was an iron fist in a velvet glove.

He took advantage of the ill will created by Labour in its battles with the church, the teaching profession and doctors, and he successfully sought support among many workers traditionally loyal to Labour.

It was a long and often bitter struggle, and he nearly succeeded

at his first attempt to unseat Mr Mintoff in 1981. His party gained 51 per cent of the popular vote, but was kept out of office by controversial boundary reforms which gave Labour a three-seat majority.

Dr Fenech Adami, although surely tried, kept his cool, and developed his party into an effective political machine. His opposition leadership was marked by relentless harrying of the Labour Government for its alleged excessive use of power, and for its divisiveness. The tactics worked. In last May's elections he emerged as the most popular politician, amassing more personal votes than Mr Mintoff and Dr Mifsud Bonnici combined.

Now he is putting his promise of conciliatory, unifying politics into action. The softly-softly approach has puzzled the Labour opposition, which was expecting retribution, and it has frustrated some of his own supporters.

But Dr Fenech Adami remains adamant. In an interview in his room in the splendid parliament building in Valletta, formerly the Armoury of the Knights of Malta, the Prime Minister said: "We have managed to steer a course that has not provoked confrontation. We are after consensus, we are not for changing things overnight... Malta is no longer playing maverick politics and prospects for investment are now good."

"We are back to a situation where the rule of law is supreme and that has set at rest almost everybody's mind. There is no longer the tension of a year ago."

Dr Fenech Adami maintained that only a concerted national effort backed by the Labour opposition and trade unions would enable Malta to attract the foreign investment it needs so badly.

It was a long and often bitter struggle, and he nearly succeeded

Richard Evans

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## Key Facts

Capital	Valletta
Official languages	Maltese and English
Area	316sq km
Population	244,000*
Currency	Maltese Lira (ML) = 100 cents
Exchange rate	ML = £0.576 (March 1 1988)
Labour supply	122,000*
Unemployed	5,400*
GDP	ML482m*
Imports	ML257m*
Exports	ML207m*
Inflation	1 per cent*

\*1987

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